



# **TOWN OF BUENA VISTA, COLORADO**

## **FEASIBILITY STUDY AND REPORT RECREATION & EVENT CENTER**

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# **EXECUTIVE SUMMARY**



## Executive Summary

In June 2015, the team of Ballard King & Associates, Ohlson Lavoie Collaborative, and Webb Strategic Solutions was hired to assess the feasibility of a new community recreation center for the town of Buena Vista, Colorado. Tasks include review of potential sites and design of conceptual plans in a phased approach for a Center that will satisfy growing demand over time. In addition, an important part of the assignment was to study and recommend an appropriate governance structure to fund and operate the center. The following study was accomplished over the past seven (7) months, with several key conclusions:

1. The community is definitely in need of a community recreation/events center.
2. Citizens in proposed service area that participated in the survey were overwhelmingly in favor of having a Center.
3. A recommended formation of a district that includes an area outside the boundaries of incorporated Buena Vista.
4. The Center will generate some revenue to support itself, but will require a subsidy.
5. A phased construction approach will be needed to satisfy demand over time.
6. The Center will be designed as a combination Recreation Center and Events Center, with the ability to host conference-type events.
7. The addition of such an Events Center has the potential to grow the local economy. Two sites were finalists in the study, but the recommended location for the Center is the property currently owned by the Town of Buena Vista. It is directly east of the existing community center and termed River Park, for the purposes of this study.

The following pages summarize these findings in greater detail, beginning with a comprehensive Market Analysis for the Center. Market information is then followed by Community Input and the Recommended Program, Site Evaluation, Conceptual Site Plan, Conceptual Floor Plans, and three-dimensional representations for the collective vision for the new Center. The report wraps up with a detailed Operations Proforma and an Economic Assessment and Next Steps. We recommend that the citizens' advisory committee comprised of volunteers from all walks of life, who are interested in seeing that this project live up to its complete potential, continue to seek methods to procure funding and develop a governance structure. This group would be in charge of working with the design team and reporting back to the Board of Trustees with recommendations. Two issues will need to be placed before the voters: formation of a recreation district, and funding of a recreation and events center. Engagement of a campaign strategist is recommended until the measures are placed on the ballot.

# **MARKET ANALYSIS**

## Demographic Summary & Market Review

As part of the Ohlson Lavoie Collaborative project team, Ballard\*King & Associates has been tasked with the development of a competitive market analysis for a possible recreation event center in Buena Vista, Colorado.

The following is a summary of the basic demographic characteristics of the identified service areas along with recreation and leisure participation standards as produced by the National Sporting Goods Association and with participation statistics developed by the National Endowment of the Arts.

**Service Areas:** A new indoor recreation facility would be developed with the intention of serving the residents of the northern portion of Chaffee County including Buena Vista. Therefore the boundaries of the Buena Vista School District have been identified as the Primary Service Area for the purposes of this report. The Town of Buena Vista information has been provided for comparative purposes.

Primary Service Areas are usually defined by the distance people will travel on a regular basis (a minimum of once a week) to utilize a facility or its programs. Use by individuals outside of this area will be much more limited and will focus more on special activities or events (tournaments, etc.).

Service areas can vary in size with the types of components that are included in a facility. A center with active elements (pool, weight cardiovascular equipment area, gym, track, etc.) will generally have a larger service area than a more passively oriented facility. Specialized facilities such as a sports field house, ice arena or large competitive aquatic venue will have even larger service areas that make them more of a regional destination.

Service areas can also be based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can have an impact upon membership, daily admissions and the associated penetration rates for programs and services.

### Service Area Comparison Chart:

	Town of Buena Vista	Primary Service Area
<b>Population:</b>		
2010 Census	2,617 <sup>1</sup>	8,658 <sup>2</sup>
2015 Estimate	2,699	9,027
2020 Estimate	2,801	9,490
<b>Households:</b>		
2010 Census	1,194	3,382
2015 Estimate	1,236	3,562
2020 Estimate	1,301	3,803
<b>Families:</b>		
2010 Census	745	2,291
2015 Estimate	799	2,402
2020 Estimate	839	2,557
<b>Ave. Household Size:</b>		
2010 Census	2.19	2.19
2015 Estimate	1.75	2.17
2020 Estimate	1.74	2.15
<b>Ethnicity (2015 Est):</b>		
Hispanic	12.9%	10.8%
<b>Race (2015 Est.):</b>		
White	89.8%	90.8%
Black	4.5%	3.3%
American Ind.	1.6%	1.5%
Asian	0.4%	0.7%
Pacific Islander	0.0%	0.0%
Other	2.0%	1.7%
Multiple	1.7%	1.9%
<b>Median Age:</b>		
2010 Census	45.0	46.6
2015 Estimate	41.8	47.9
2020 Estimate	42.6	49.2
<b>Median Income:</b>		
2015 Estimate	\$51,952	\$56,366
2020 Estimate	\$55,764	\$61,048

**Age and Income:** The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

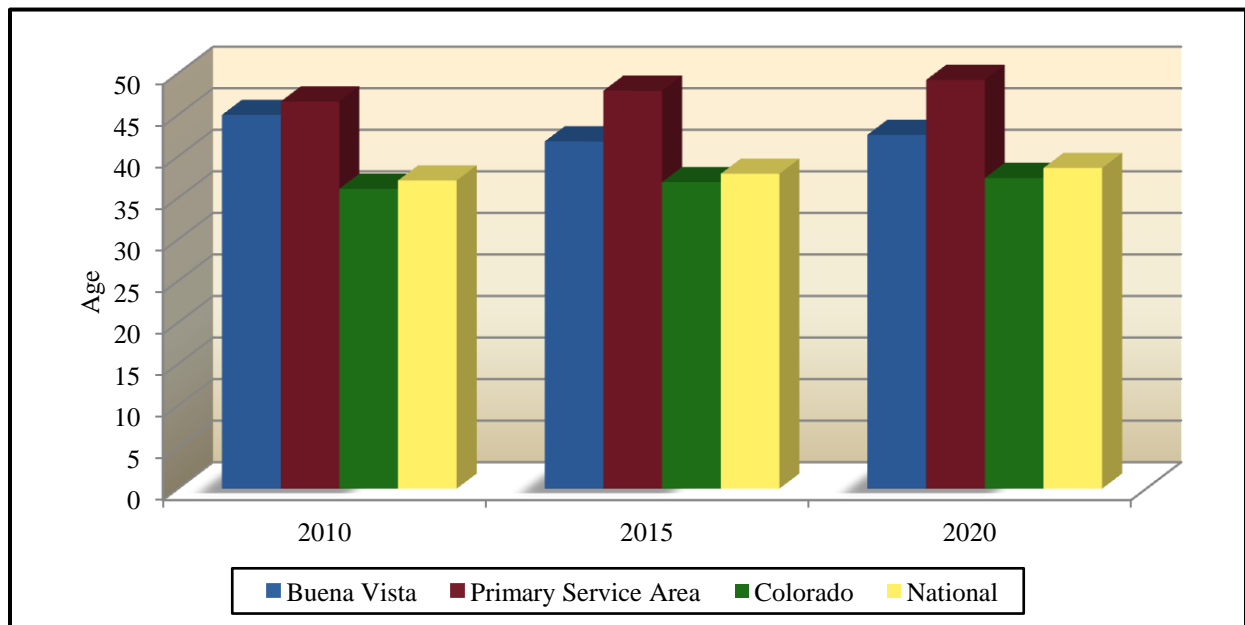
<sup>1</sup> From the 2000-2010 Census the Town of Buena Vista saw a 12.7% increase in total population.

<sup>2</sup> From the 2000-2010 Census the Primary Service Area saw a 14.3% increase in total population.

**Table A – Median Age:**

	2010 Census	2015 Projection	2020 Projection
Town of Buena Vista	45.0	41.8	42.6
Primary Service Area	46.6	47.9	49.2
State of Colorado	36.1	36.9	37.4
Nationally	37.1	37.9	38.6

**Chart A – Median Age:**



The median age in the State of Colorado is less than that of the National number while the median age in the Town of Buena Vista and the Primary Service Area is significantly older. This significantly older median age points to a larger population in the 55+ years of age categories. Given that information, a new recreation facility will need to address the special needs of that age population, while at the same time not neglecting the presence of youth in the market.



**Households with Children:** The following chart provides the number of households and percentage of households in each of the service areas with children.

**Table B – Households w/ Children**

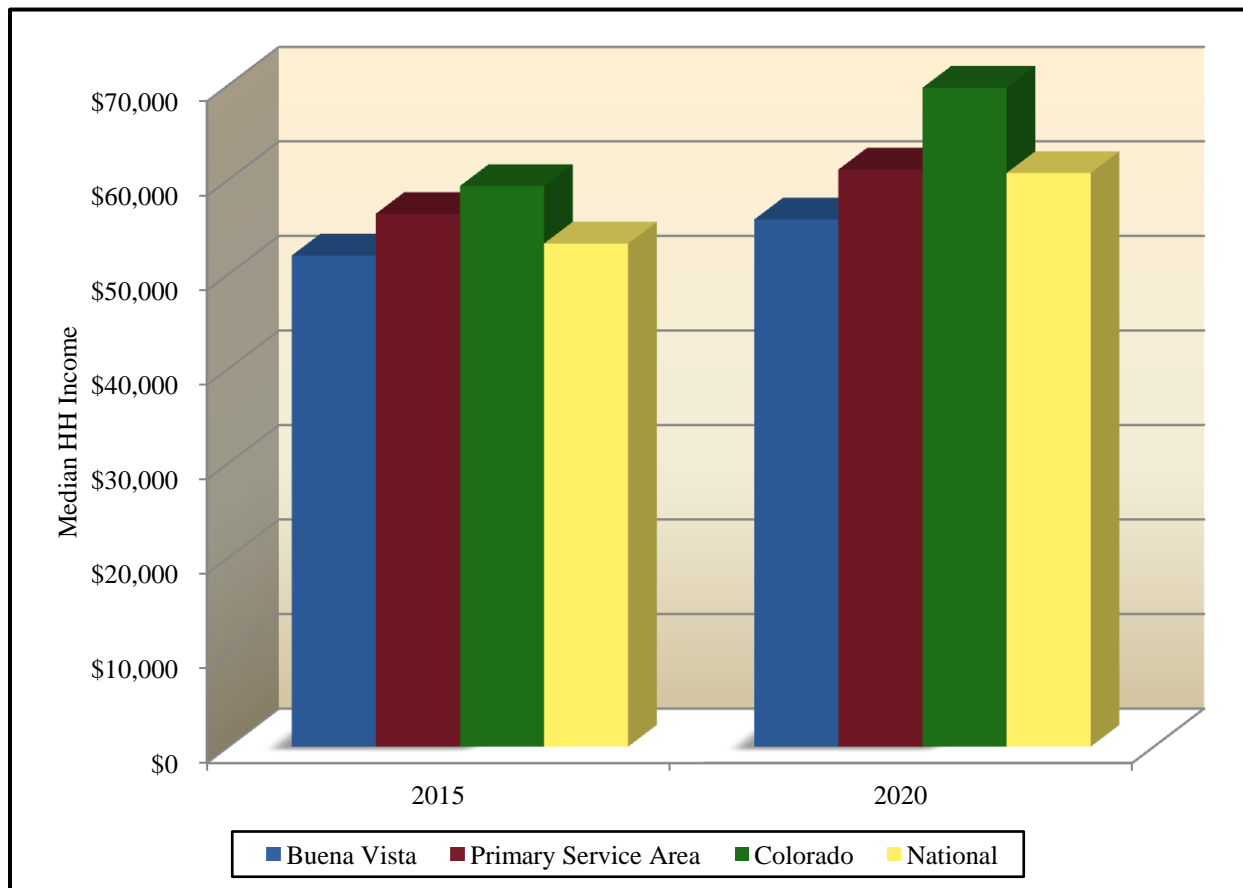
	Number of Households w/ Children	Percentage of Households w/ Children
Town of Buena Vista	311	26.0%
Primary Service Area	725	21.4%

The information contained in Table-B further defines the higher median age that is reflected in each service area in Table-A.

**Table C – Median Household Income:**

	2015 Projection	2020 Projection
Town of Buena Vista	\$51,952	\$55,764
Primary Service Area	\$56,366	\$61,048
State of Colorado	\$59,306	\$69,705
Nationally	\$53,217	\$60,683

**Chart B – Median Household Income:**



Based upon 2015 projections for median household income the following narrative can be provided for the two service areas:

In the Town of Buena Vista, the percentage of households with median income over \$50,000 per year is 53.4% compared to 53.2% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 27.4% compared to a level of 23.1% nationally.

In the Primary Service Area the percentage of households with median income over \$50,000 per year is 59.0% compared to 53.2% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 22.4% compared to a level of 23.1% nationally.

The median household income in the Primary Service Area and the State of Colorado are both higher than the National number, while the income level in the Town of Buena Vista is lower. The median household income information must be balanced with the overall cost of living. It is also important to point out that 22.4% of the Primary Service Area population make less than \$25,000 per year, this is a significant number.

**Household Budget Expenditures:** In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular looking at housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snap shot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

**Table D – Household Budget Expenditures<sup>3</sup>:**

Town of Buena Vista	SPI	Average Amount Spent	Percent
Housing	73	\$15,789.14	28.4%
<i>Shelter</i>	70	\$11,543.72	20.8%
<i>Utilities, Fuel, Public Service</i>	84	\$4,245.42	7.6%
Entertainment & Recreation	79	\$2,618.63	4.7%

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	84	\$18,141.85	28.3%
<i>Shelter</i>	81	\$13,336.25	20.8%
<i>Utilities, Fuel, Public Service</i>	95	\$4,805.59	7.5%
Entertainment & Recreation	92	\$3,059.94	4.8%

State of Colorado	SPI	Average Amount Spent	Percent
Housing	109	\$23,491.41	30.1%
<i>Shelter</i>	110	\$18,110.97	23.2%
<i>Utilities, Fuel, Public Service</i>	106	\$5,380.44	6.9%
Entertainment & Recreation	108	\$3,572.25	4.6%

**SPI:** Spending Potential Index as compared to the National number of 100.

**Average Amount Spent:** The average amount spent per household.

**Percent:** Percent of the total 100% of household expenditures.

**Note:** Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

<sup>3</sup> Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2012 and 2018.

**Chart C – Household Budget Expenditures Spending Potential Index:**

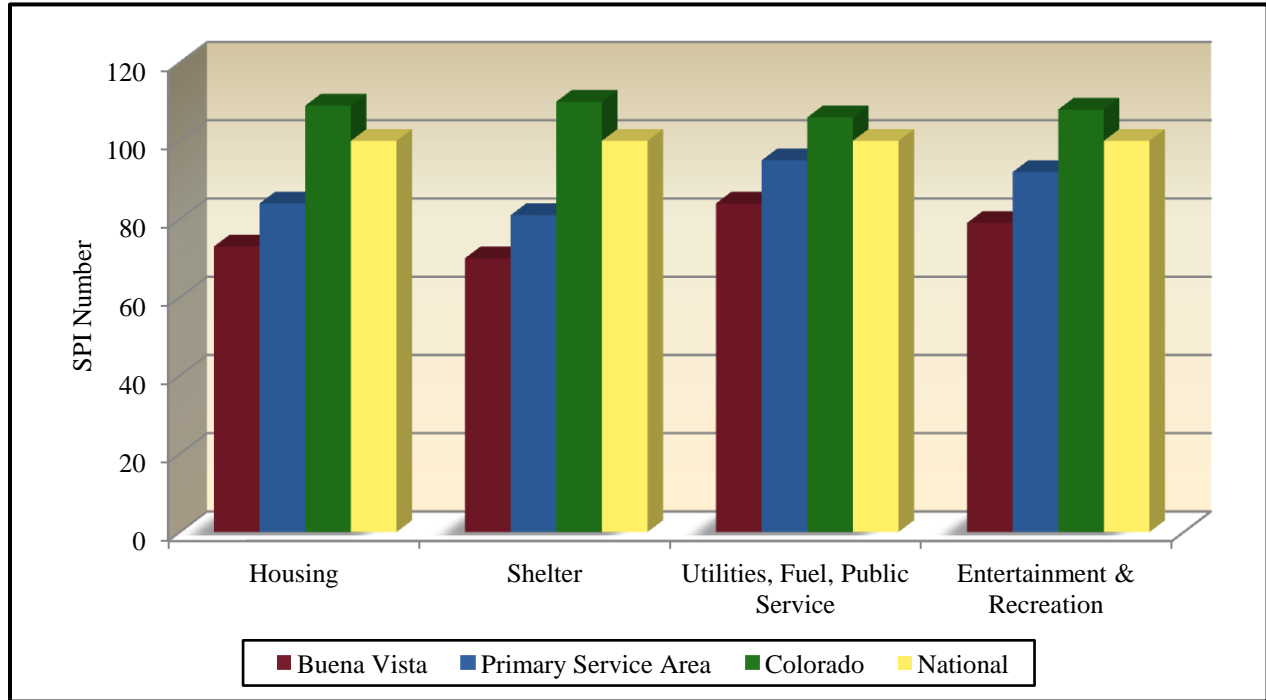


Chart C, illustrates the Household Budget Expenditures Spending Potential Index in the service areas. The SPI for Household Budget Expenditures varies slightly from the median household income. The Town of Buena Vista remains well below the State of Colorado and National Number in the rate of expenditures. In addition, the Primary Service Area is also below the State of Colorado and National numbers. This would indicate that in the Primary Service Area the households are making less money in comparison to what is being made on a State and National level but at the same time spending less on Household Budget Expenditures.



**Recreation Expenditures Spending Potential Index:** Finally, through the demographic provider that B\*K utilizes for the market analysis portion of the report, we are able to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

**Table E – Recreation Expenditures Spending Potential Index by Household<sup>4</sup>:**

Town of Buena Vista	SPI	Average Spent
Fees for Participant Sports	66	\$79.41
Fees for Recreational Lessons	60	\$73.60
Social, Recreation, Club Membership	67	\$114.60
Exercise Equipment/Game Tables	88	\$67.47
Other Sports Equipment	87	\$6.99

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	78	\$94.19
Fees for Recreational Lessons	67	\$81.90
Social, Recreation, Club Membership	78	\$133.50
Exercise Equipment/Game Tables	106	\$81.22
Other Sports Equipment	107	\$8.51

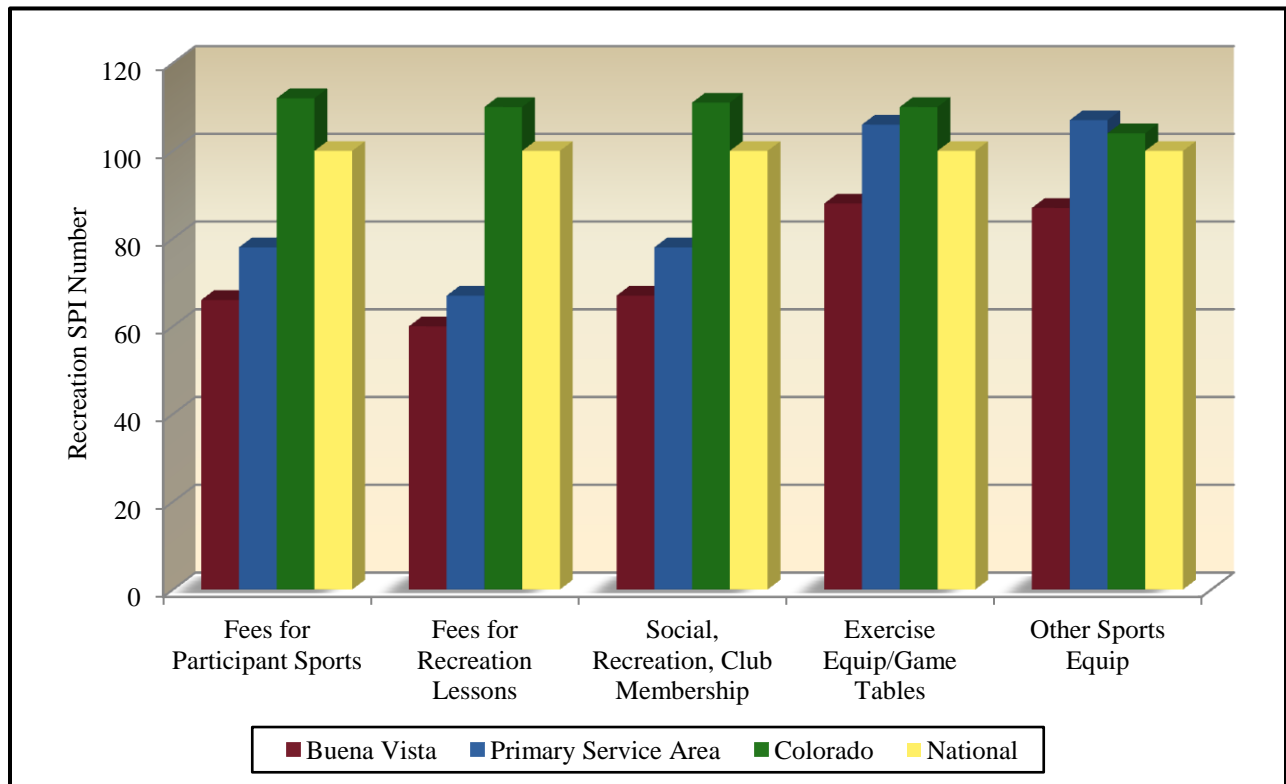
State of Colorado	SPI	Average Spent
Fees for Participant Sports	112	\$134.95
Fees for Recreational Lessons	110	\$134.59
Social, Recreation, Club Membership	111	\$190.42
Exercise Equipment/Game Tables	110	\$84.26
Other Sports Equipment	104	\$8.29

**Average Amount Spent:** The average amount spent for the service or item in a year.

**SPI:** Spending potential index as compared to the national number of 100.

<sup>4</sup> Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

**Chart D – Recreation Spending Potential Index:**

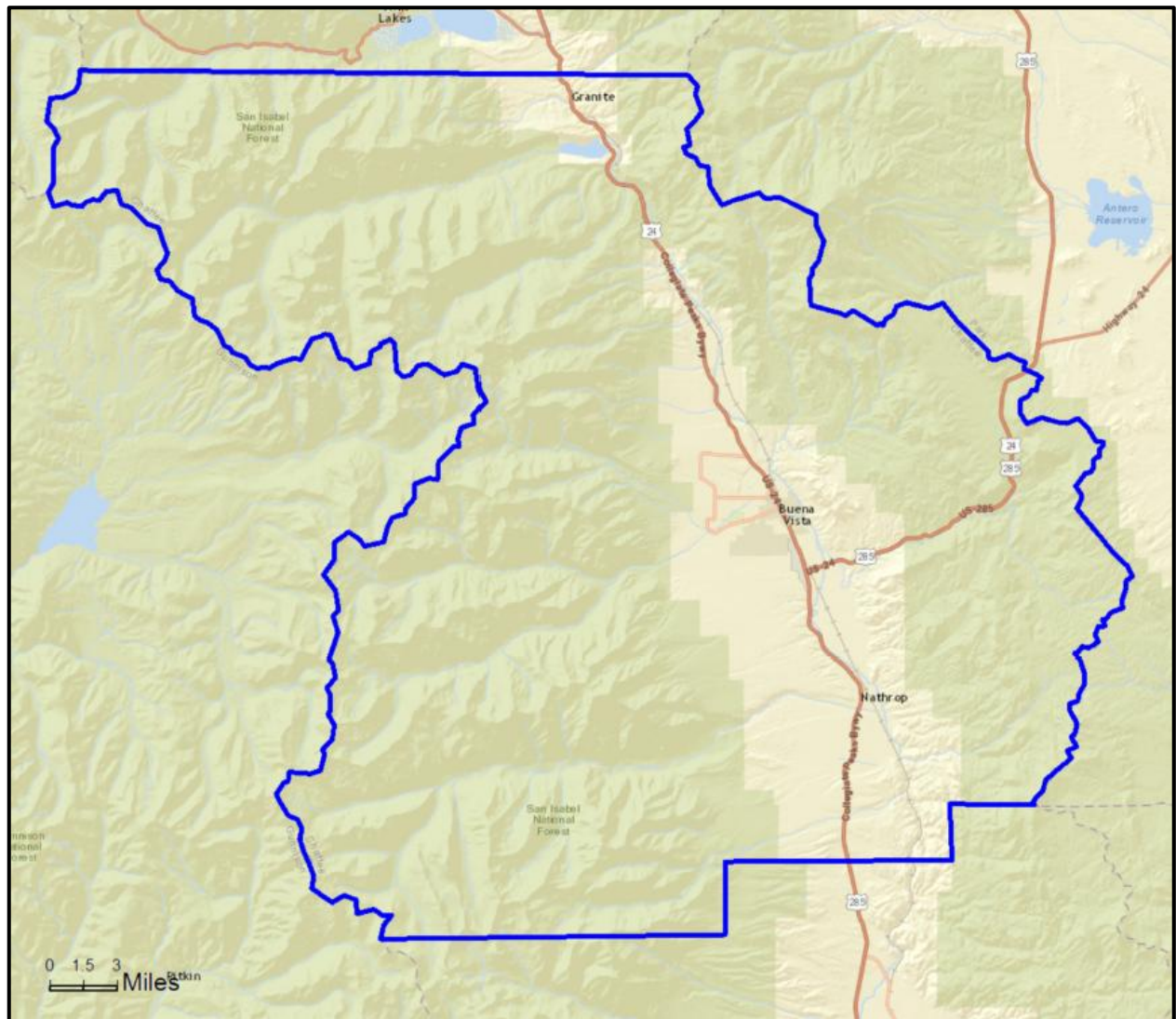


The Spending Potential Index for Recreation indicates that less money is generally being expended in the service areas for recreation purposes than the State and National rates.

### **Primary Service Area Analysis**

The identified Primary Service Area's demographic characteristics are now analyzed in more detail.

### **Map A – Primary Service Area Map:**



**Population Distribution by Age:** Utilizing census information for the Primary Service Area, the following comparisons are possible.

**Table F – 2015 Primary Service Area Age Distribution**

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	312	3.5%	6.3%	-2.8%
5-17	995	11.2%	16.6%	-5.2%
18-24	679	7.5%	10.1%	-2.6%
25-44	2,191	24.4%	26.1%	-2.3%
45-54	1,244	13.8%	13.4%	+0.4%
55-64	1,633	18.1%	12.8%	+5.3%
65-74	1,319	14.6%	8.6%	+6.0%
75+	654	7.2%	6.2%	+1.0%

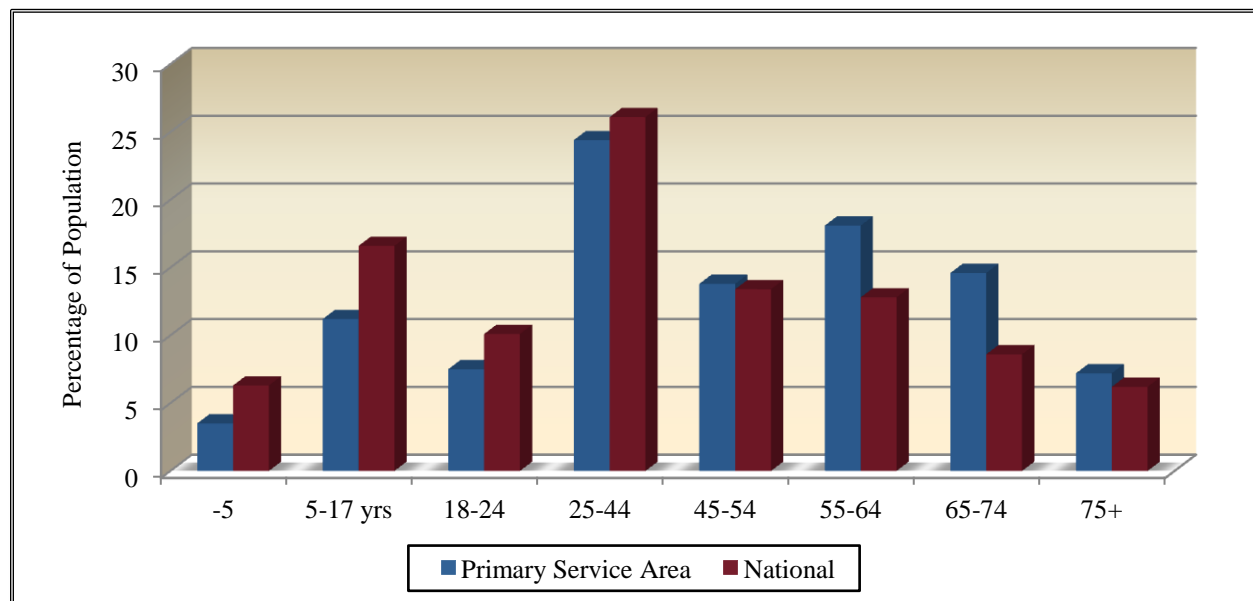
**Population:** 2015 census estimates in the different age groups in the Primary Service Area.

**% of Total:** Percentage of the Primary Service Area/population in the age group.

**National Population:** Percentage of the national population in the age group.

**Difference:** Percentage difference between the Primary Service Area population and the national population.

**Chart E – 2015 Primary Service Area Age Group Distribution**



The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the 45-54, 55-64, 65-74 and 75+ age groups and a smaller population in the -5, 5-17, 18-24 and 25-44 age groups. The largest positive variance is in the 65-74 age group with +6.0%, while the greatest negative variance is in the 5-17 age group with -5.2%.

**Population Distribution Comparison by Age:** Utilizing census information from the Primary Service Area, the following comparisons are possible.

**Table G – 2015 Primary Service Area Population Estimates**

(U.S. Census Information and ESRI)

Ages	2010 Census	2015 Projection	2020 Projection	Percent Change	Percent Change Nat'l
-5	327	312	313	-4.3%	+0.3%
5-17	1,022	995	1,052	+2.9%	-0.7%
18-24	619	679	638	+3.1%	+1.7%
25-44	2,153	2,191	2,256	+4.8%	+7.1%
45-54	1,412	1,244	1,163	-17.6%	-9.7%
55-64	1,450	1,633	1,661	+14.6%	+17.4%
65-74	1,082	1,319	1,577	+45.7%	+50.1%
75+	593	654	828	+39.6%	+22.0%

**Chart F – Primary Service Area Population Growth**

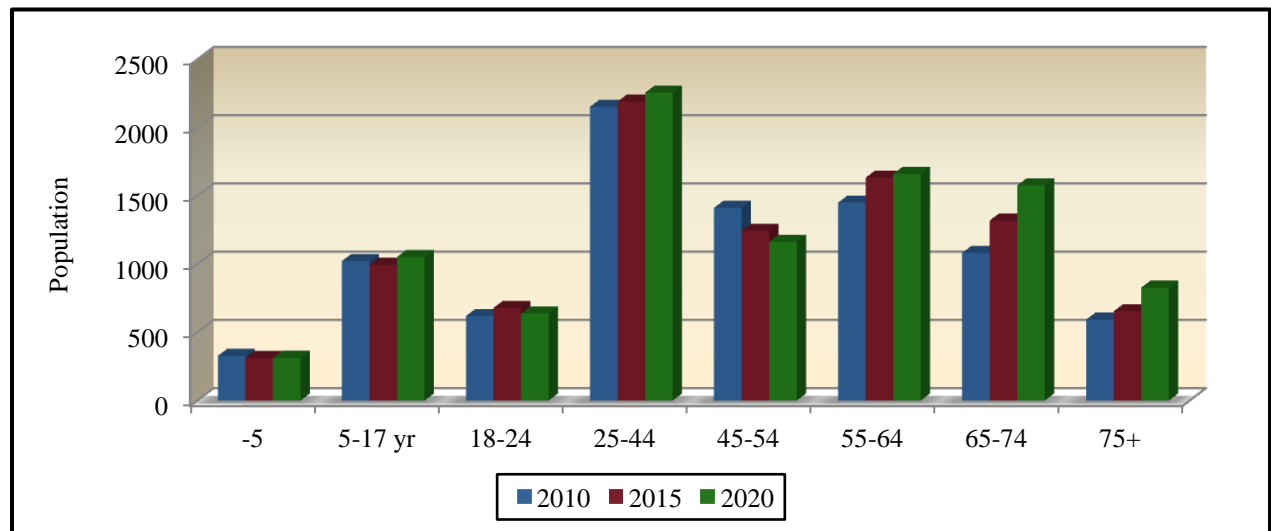


Table-G, illustrates the growth or decline in age group numbers from the 2010 census until the year 2020. It is projected that all of the age categories will see an increase except for the age category of under 5 and 45-54. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.



**Ethnicity and Race:** Below is listed the distribution of the population by ethnicity and race for the Primary Service Area for 2015 population projections. Those numbers were developed from 2010 Census Data.

**Table H – Primary Service Area Ethnic Population and Median Age 2015**

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of C0 Population
Hispanic	975	32.6	10.8%	21.4%

**Table I – Primary Service Area Population by Race and Median Age 2015**

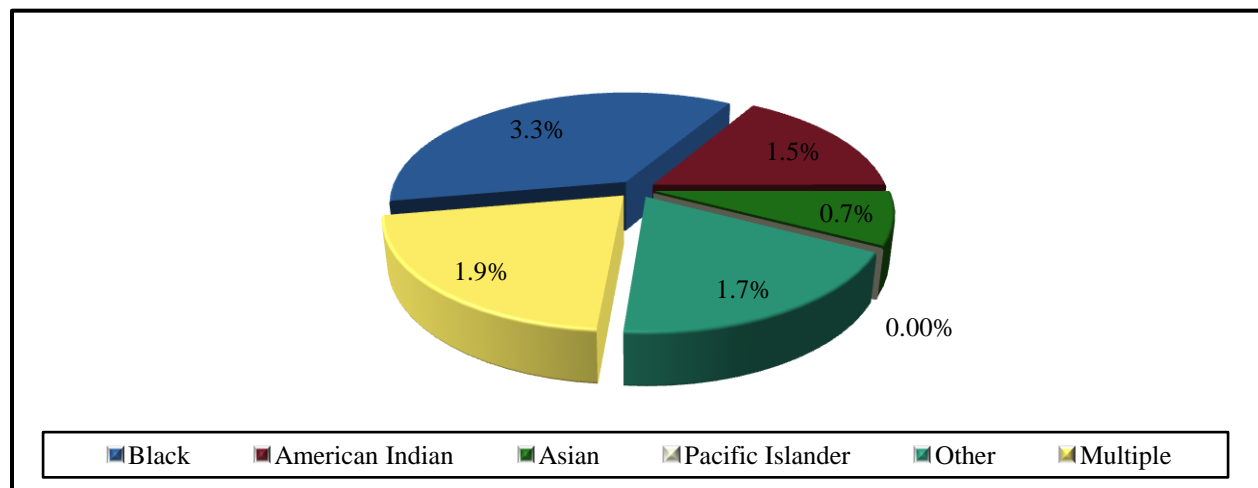
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of C0 Population
White	8,199	50.0	90.8%	80.3%
Black	296	31.3	3.3%	4.2%
American Indian	139	37.7	1.5%	1.2%
Asian	62	37.5	0.7%	3.0%
Pacific Islander	3	47.5	0.0%	0.2%
Other	152	32.8	1.7%	7.5%
Multiple	176	31.9	1.9%	3.8%

2015 Primary Service Area Total Population:

9,027 Residents

**Chart G – 2015 Primary Service Area Non-White Population by Race**



## Tapestry Segmentation

Tapestry segmentation represents the 4<sup>th</sup> generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has change significantly since the 2000 Census the tapestry segmentation has remained stable as neighborhoods have evolved.

The value of including this information for the Primary Service Area is that it allows the organization to better understand the consumers/constituents in their service areas and supply them with the right products and services.

The tapestry segmentation system classifies U.S. neighborhoods into 65 distinctive market segments. Neighborhoods are sorted by more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

The following pages and tables outline the top 5 tapestry segments in the Primary Service Area and provides a brief description of each. This information combined with the key indicators and demographic analysis of the area helps further describe the markets that the Primary Service Area looks to serve with programs, services and special events.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%	6. Middleburg (4C)	2.8%
2. Southern Satellites (10A)	3.2%	7. Midlife Constants (5E)	2.5%
3. Savvy Suburbanites (1D)	3.0%	8. Comfortable Empty Nesters (5A)	2.5%
4. Salt of the Earth (6B)	2.9%	9. Heartland Communities (6F)	2.4%
5. Soccer Moms (4A)	<u>2.8%</u>	10. Old and Newcomers (8F)	<u>2.3%</u>
	<b>15.1%</b>		<b>12.5%</b>

**Table J – Primary Service Area Tapestry Segment Comparison**  
 (ESRI estimates)

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Rural Resort Dwellers (6E)	25.6%	25.6%	52.4	\$46,000
The Great Outdoors (6C)	22.9%	48.5%	46.3	\$53,000
Silver & Gold (9A)	21.9%	70.4%	61.8	\$63,000
Southern Satellites (10A)	18.6%	89.0%	39.7	\$44,000
Midlife Constants (5E)	11.1%	100.1%	45.9	\$48,000

**Rural Resort Dwellers (6E)** – These communities are centered in resort areas, many in the Midwest, where the change in seasons supports a variety of outdoor activities. Retirement looms for many of these blue collar, older householders, but workers are postponing retirement or returning to work to maintain their current lifestyle. In this older market 42% of households consist of married couples with no children at home, while another 28% are single person. They are passionate about their hobbies like freshwater fishing and hunting.

**The Great Outdoors (6C)** – These neighborhoods are found in pastoral settings throughout the U.S. Consumers are educated empty nesters living an active but modest lifestyle. Although retirement beckons, most of these residents still work, with incomes slightly above the U.S. level. Over 55% of households are married-couple families; 36% are couples with no children living at home. They enjoy outdoor activities such as hiking, hunting, fishing and boating.

**Silver & Gold (9A)** – The oldest senior market, this is also the most affluent senior market and is still growing. Their affluence has allowed them to retire to sunnier climates that feature exclusive communities and vacation homes. These consumers have the free time, stamina and resources to enjoy the good life.

**Southern Satellites (10A)** – This is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. This market is typically non-diverse, slightly older, settled married-couple families, who own their homes. Median household income and home value are below average. Married couples with no children are the dominant household type, with a number of multi-generational households.

**Midlife Constants (5E)** – These residents are seniors or approaching retirement with below average labor force participation and above average net worth. Although located in predominately metropolitan areas, they live outside the central cities, in smaller communities. Households are primarily married couples with a growing share of singles. Leisure activities include reading, fishing and golf.

**Market Potential Index:** In addition to examining the participation numbers for various indoor activities through the NSGA 2014 Survey and the Spending Potential Index for Entertainment & Recreation, B\*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities in the Primary Service Area.

**Table K – Market Potential Index for Adult Participation in Activities**

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	602	7.8%	87
Basketball	430	5.6%	67
Ice Skating	167	2.2%	84
Jogging/Running	654	8.5%	67
Pilates	196	2.5%	91
Swimming	1,282	16.6%	105
Volleyball	228	3.0%	83
Walking for Exercise	2,299	29.8%	106
Weight Lifting	721	9.3%	88
Yoga	421	5.5%	76

**Expected # of Adults:** Number of adults, 18 years of age and older, participating in the activity in the Primary Service Area.  
**Percent of Population:** Percent of the service area that participates in the activity.  
**MPI:** Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in the various activities listed is greater than the national number of 100 in only two instances. In many cases when a participation number is lower than the National number it can be attributed to a lack of facilities or an inability to pay for facilities and programs.

**Sports Activity Trends:** Below are listed those sports activities that would often take place either in an indoor community recreation facility, and the percentage of growth or decline that each has experienced nationally over the last 10 years (2004-2013).

**Table L – National Sports Activity Trends (in millions)**

	2004 Participation	2013 Participation	Percent Change
Running/Jogging	29.2	43.0	47.3%
Hockey (ice)	2.4	3.4	41.7%
Yoga <sup>5</sup>	20.7	29.2	41.1%
Gymnastics <sup>6</sup>	3.9	5.4	38.5%
Aerobic Exercising	33.7	44.2	31.2%
Exercise Walking	86.0	104.3	21.3%
Cheerleading	3.3	3.6	9.1%
Workout @ Club	34.7	35.9	3.5%
Exercising w/ Equipment	54.2	55.1	1.7%
Ice/Figure Skating <sup>7</sup>	6.7	7.3	1.4%

	2004 Participation	2013 Participation	Percent Change
Martial Arts / MMA <sup>8</sup>	6.4	6.3	-1.6%
Weight Lifting	35.5	34.0	-4.2%
Boxing <sup>9</sup>	3.8	3.4	-10.5%
Basketball	29.9	23.7	-20.7%
Swimming	58.0	45.9	-20.9%
Volleyball	13.2	10.2	-22.7%
Wrestling	0.0	2.9	-23.7%

**2014 Participation:** The number of participants per year in the activity (in millions) in the United States.

**2005 Participation:** The number of participants per year in the activity (in millions) in the United States.

**Percent Change:** The percent change in the level of participation from 2005 to 2014.

<sup>5</sup> Growth since 2007.

<sup>6</sup> Growth since 2009.

<sup>7</sup> Growth since 2013.

<sup>8</sup> Growth since 2013.

<sup>9</sup> Growth since 2013.



**Demographic Summary:**

- The population in the Primary Service Area is reasonably small at under 10,000. However, there are a large number of visitors to the area as well as second homeowners that will add potential users for the center. The population is expected to continue to grow in the coming years.
- The median household income level is lower than the State of Colorado but higher than the National number. The Primary Service Area is more affluent than the Town of Buena Vista. However, the cost of living in the area is lower than other areas of Colorado and the nation.
- The population is older but there will be strong growth in most of the younger age groups in the future.
- Household expenditures for recreation purposes is lower than the State and National numbers.
- There is very little ethnic and racial diversity in the market.

**Service Area Providers:** There are a limited number of other facilities in the greater Buena Vista market area that are supplying indoor aquatic, recreation, fitness, and sports activities. The following is a brief review of each of the major providers in the area.

**Public:** There are really no full-service public community recreation centers in the Buena Vista market area.

*Buena Vista Community Center* – This small existing center on the east side of town, is the current primary location for parks and recreation programs. It houses the parks and recreation offices, a large open space for meetings and other activities, a smaller activity room and a commercial kitchen. This facility has limited ability to support active based recreation programming.

*Buena Vista School District* – The school district has a number of schools in the town and beyond. This allows for some limited use of school facilities (primarily gyms) for parks and recreation activities.

**Private:** The other major provider of more fitness based activities is the private sector. There are two primary facilities located in Buena Vista itself, plus several smaller fitness studios.

*Peak Fitness* – This club located on the south side of town, has a weight/cardio area, group exercise studio and soon will have an indoor climbing gym.

*CrossFit Buena Vista* – This is a facility located in downtown Buena Vista that features cross fit training.

Beyond these two clubs there are a several other yoga and personal training studios located around the area. Parks and recreation also makes use of gym at Darren Patterson Christian Academy for certain programs.

Buena Vista Community Center



Peak Fitness



This is a representative listing of alternative recreation facilities in the area and is not meant to be a total accounting of all service providers. There may be other facilities located in the greater Buena Vista area that have an impact on the market as well.

After analyzing the other indoor recreation, sports and fitness providers, there should be a small market for a public Recreation and Events Center in Buena Vista. Despite the relatively small population in the market, there is no indoor public swimming pool in the area, limited gyms (school facilities only), and really no public access to fitness and wellness space. As a result the market is currently under served.

**Market Conclusion:**

Below are listed some of the market opportunities and challenges that exist with this project.

*Opportunities*

- The market has a strong tourist draw as well as a significant number of second homeowners.
- The population will continue to grow at a steady pace and there will be strong growth in the younger age categories.
- There is not a comprehensive, family focused, public recreation event center in the immediate Buena Vista market.
- There is no indoor public pool in the immediate Buena Vista area.
- An indoor family focused recreation event center improves the quality of life in a community.

*Challenges*

- The demographic characteristics in the Primary Service Area indicate an older population with a limited number of children.
- Both service areas have a relatively moderate median household income level.
- There are several private fitness facilities in Buena Vista.
- The Primary Service Area population is somewhat undersized to support a significant public recreation and event center. As a result, to enhance the market, partnerships with other organizations (school district) will be important.
- Funding not only the development but the operation of a recreation event center will have to be clearly defined.

# PROGRAMMING

## **Programming**

One of the key aspects essential to a feasibility study is gathering community input to assess the level of public interest and support for the proposed facility. This process entails determining what amenities a facility should have to meet the unique programming requirements of the community. The consulting team used two methods to determine need: a community survey and a community input meeting. On September 4, 2015 a survey was sent to approximately 25% of the households within a potential recreation district. There were two questions on the survey that asked for 1) response of use frequency and 2) amenities to be offered. In addition, the team conducted user group interviews on November 4, 2015 to obtain stakeholder input.

The survey and input meeting created a foundation to:

- Gather information about desired recreation activities and amenities from potential users.
- Receive input from the Buena Vista community.
- Gauge interest and support levels from all interested parties.
- Utilize data and subsequent feedback gathered from the community.
- Develop programming and concept design ideas that mesh with citizen input.

The function of both the survey, and the interviews was to encourage the discussion of the following subjects:

### **Recreation needs to be met at the new facility**

- What do we need?
- Who is it for?
- How will we use the facility?
- How large of a facility do we need to meet our requirements?



## **Wish List**

- What would my ideal program be?

## **Interaction**

- What areas of the facility might you use?
- How often would you use the facility?

## **Multi-use Capabilities**

- Are there any opportunities for multiple uses within a single program area?
- What activities and/or events do we intend to have at the new facility

## **Exercise**

- Opportunities for indoor use
- Special needs and preferences
- Type of sports for utilizing facility

A series of five (5) interviews were conducted by or on November 4, 2015. The entities interviewed were involved members of the trails and recreation advisory board, arts group, performing arts, seniors, and sports instructors. The following notes reflect the information gathered from the survey and interviews.

### Trails & Recreation Advisory Board

- It was suggested by some members of the user groups that the first three most desired amenities (pool, fitness, and group exercise space) were already being satisfied by private enterprise within the community.
- The existing Mount Princeton Pool has a 95 degree Lap Pool, 105 degree soaking and cascading pool, and 3'0" deep 95 degree upper pool with a slide element. The facility is

15 miles outside of town, perceived as non convenient and expensive by several people in the community, and not heavily used by local residents.

- There is currently a private yoga studio in town.
- Gymnasium space is critical.
- An indoor walking track is essential. In the winter there is no option for active adults to walk. The track can also be a social experience.
- Is there potential for inclusion of the pool in the new proposed school? There are security concerns in sharing a public pool within a school facility.
- If a new pool became a part of a new facility, it would need to be multi-purpose and include the ability to learn to swim, water aerobics, zero depth entry for toddlers, teen/competition, lazy river and several correct length lap lanes would be ideal. A competition pool is not critical.
- Providing one facility with critical mass is needed for it to be successful.
- Multipurpose meeting space that could be used for current exercise programs.
- It was suggested that a high altitude training camp would be something that could produce revenue from outside the community, and make it unique. Team bonding camps were also suggested.

#### Arts Group

- Don't feel the MP/ Performance space is a good idea.
- The lobby of the events area should be configured and fitted as gallery space with moveable partitions and gallery lighting.
- It was suggested to have a dedicated studio space. The largest piece to be a visual arts area of approximately 450 SF., where easels could be moved, joined by a minimal pottery space with two wheels, wedging table, and kiln. Large storage must be provided.

- Ability to have pickleball in the gym space is essential. Have a multi-use floor material.
- The dance programs could be shared with a group exercise room if the appropriate floor was incorporated in addition ballet barres and mirrors.

#### Performing Arts/ Events Group

- A multi-use facility is essential.
- A Phased approach seems appropriate.
- The need for a gymnasium is critical.
- A walk jog track is critical.
- The largest audience for a performing arts event is between 100 and 150
- A divisible meeting space with a catering kitchen on one end and an elevated stage that could have a thrust element might be most appropriate in an initial phase. Good acoustics is essential.
- A subsequent phase could include fixed seating for 150, a proscenium stage with a control room, and fly space.

#### Seniors

- Priorities in order are: Multi use pool that can be used for exercise (lap swim/ lazy river/ aqua aerobics.). Indoor walk/jog track/pickleball/senior plyometrics.

#### Sports Instructors

- Currently there is no area for children to engage in gross motor activities.
- Priority in order is: gym/ pool/ walking track.

The results of the survey are included in the survey section of the report, but the program elements most favorably responded to were:

- Indoor swimming (44% Essential)
- Weight/cardio machines (38% Essential)
- Exercise/ open floor area (30% Essential)
- Walking track (27% Essential)

The survey and interview process indicated to the consulting team that the five areas above are priorities for the community. The interviews reinforced the data received, but the priority order was not in alignment with actual need. It was also revealed through the process that several private entities provided similar offerings, and inclusion of similar amenities could compete with private enterprise. After review of the need with the community, there was sufficient evidence to suggest the private sector was not filling all needs within the community for similar services. It was the determination of this study to include those program areas in the facility with different offerings so as to not engage in significant competition to private enterprise.

The detailed program area summary follows.

**Buena Vista Recreation and Events Center  
Phase 1 Program Recommendations**

Program Area	Size	Cost per S.F.	Construction Cost
Gymnasium Space. 1 full court. Divisible/ Adaptable for volleyball and pickle ball. Would place on the perimeter so this could be added on to in the future	9,500 sf	\$225	\$ 2,137,500
Indoor leisure pool. 1 body of water with zero depth entry, 3 joined lap lanes, potential lazy river, and slides. Includes guard office, storage and mechanical room	8,600 sf	\$350	\$ 3,010,000
Walk-jog track	3,500 sf	\$155	\$ 542,000
Multi-purpose meeting room space. Stage at one end, and catering kitchen at the other. Divisible into two rooms. Doubles as group exercise space in Phase 1	2,000 sf	\$230	\$ 460,000
Small Exercise Area	2,000 sf	\$250	\$ 500,000
Locker rooms/ assisted changing room	3,200 sf	\$300	\$ 960,000
Party room / child watch	600 sf	\$230	\$ 138,000
Admin offices	800 sf	\$230	\$ 184,000
Lobby / Control	500 sf	\$250	\$ 125,000
Support Space	700 sf	\$200	\$ 140,000
<b>Total Size Phase 1 (includes gross up)</b>	<b>31,400 sf</b>		<b>\$8,197,000</b>

Other capital expenditures are to be anticipated with the development of a project of this scope. Those costs include:

1. Site development. \$50,000 per acre of land developed. This figure includes hardscape, landscape, utilities and grading. It would be anticipated that 6 acres of land are needed to support Phase 1, equal to \$300,000 of site development costs.
2. Escalation. Estimate 5% per year of escalation of all costs associated with the project.
3. Soft costs. These are costs that include testing, permitting, tap fees, professional design fees, plus furniture, fixtures and equipment. Estimate about 20% of construction cost for these items, or \$1,639,400.
4. Contingency. Because construction costs can vary to a great degree, especially in the earliest stages, it is recommended that a contingency between 7% and 12% is carried as part of the budgeting considerations.

## Phase 2 Program Recommendations

Program Area	Size	Cost per S.F.	Construction Cost
One Multi-use group exercise room. Includes storage. Dance, Aerobics, Mind/ Body exercise	1,900 sf	\$250	\$ 475,000
Performance arts (seating for 150) with stage	5,300 sf	\$240	\$ 1,272,000
Arts class rooms	500 sf	\$230	\$ 115,000
Lap Pool	8,000 sf	\$350	\$ 2,800,000
Game Room	400 sf	\$230	\$ 92,000
Support	700 sf	\$200	\$ 140,000
<b>Total Size Phase 2 (includes gross up)</b>	<b>16,800 sf</b>		<b>\$ 4,894,000</b>



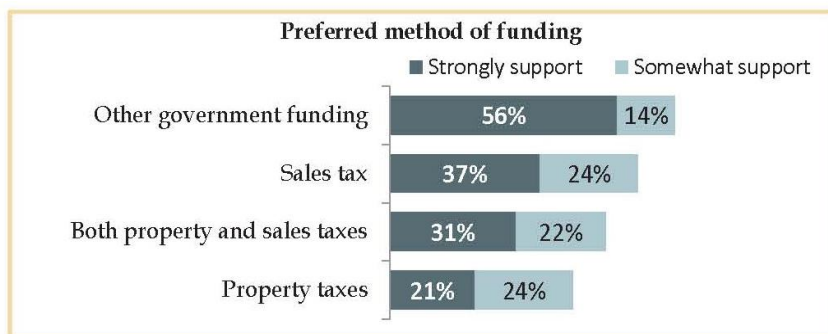
# GOVERNANCE

## Governance

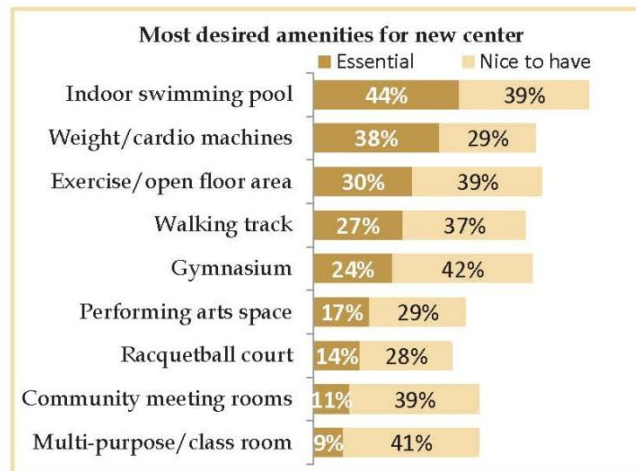
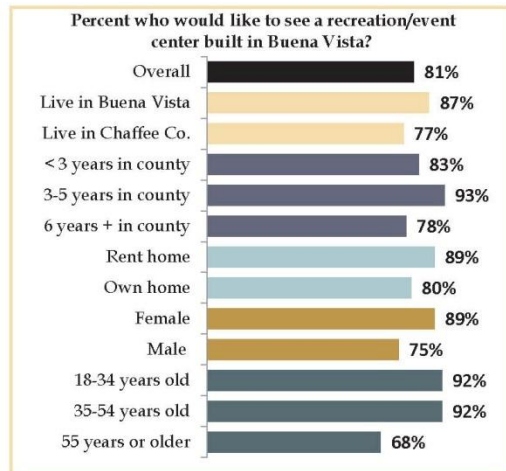
The September 2015 mail-in survey included a question which gauged the level of community support to create and manage a potential facility through the formation of a recreation district. The question also tested support for various boundaries and governance options. While public support is a crucial factor in determining the best fit for any district, it is only one of many factors to be considered.

### Survey Highlights \*

- 1,100 of 4,442 households in the Buena Vista School District were randomly chosen and mailed a survey to assess interest in developing a recreation/event center in Buena Vista.
- 319 residents completed and returned the survey, for a response rate of 29%. This is a very good response rate.
- Most people in the Buena Vista area would like to see a recreation/event center built. The most desired amenities were:
  - Indoor swimming pool
  - Weight and cardio machines
  - Exercise or open floor area
- 59% of respondents thought they would use the center at least once a week.
- Most residents supported the formation of a new recreation district to develop and manage the center (49% strongly supported and 23% somewhat supported).
- To fund the development about 6 in 10 were supportive of implementing a sales tax and about half were supportive of a combination of sales and property taxes. More (70%) supported finding “other” government funding.



\* Full survey results included in Appendix A



Attached is a matrix with weighted factors that are critical to determine appropriate governance.

Criteria	Priority	Metro District	District Boundaries	Surrounding Area	Private/ Other
<b><i>Ability to Fund</i></b>					
Initial Capital Construction Cost	1	2	3	3	TBD
Ongoing Operation	1	2	3	3	
<b><i>Capture Audience</i></b>					
Local vs. Regional Customers	2	4	6	6	
<b><i>Ability to staff district-wide</i></b>	3	6	9	9	6
<b><i>Accountability</i></b>					
To Governing Body (Trustees)	2	4	4	4	
To Advisory Board w/Authority	2	2	6	6	
<b><i>Ability to Partner</i></b>					
Private Sector	3	6	6	6	6
Other Departments	3	3	9	9	3
School District	3	3	9	9	3

Criteria	Priority	Metro District	District Boundaries	Surrounding Area	Private/ Other
<b><i>Ability to meet program need</i></b>					
Sports	1	3	3	3	TBD
Recreation	1	3	3	3	TBD
Arts/Events	1	3	3	3	TBD
<b><i>Funding Independent from other entities</i></b>					
Municipal Part of Town Budget	1	1	3	3	TBD
County Part of County Budget	1	2	3	3	TBD
<b><i>Agrees with Public Sentiment (survey)</i></b>	1	1	2	3	1

From the matrix, two top scenarios emerged that coincided with public sentiment:

1. A district to be formed using the School District R31 boundaries (73 points)
2. A special District of Buena Vista and surrounding area to be defined (71 points)

The two scenarios were tracked by:

3. A municipal district within the boundaries of incorporated Buena Vista (46 points)
4. A private or not-for-profit managed partnership (19 points)

The Governance recommendation for this study is to form a recreation district that follows the Buena Vista school district boundaries.

#### Special District Formation Protocol

The following is a timeline, which includes steps which needed to establish a special district within the State of Colorado. This protocol was provided by *Collins Cockrell & Cole P.C.*, a law firm that specializes in the establishment of special districts:

## **SPECIAL DISTRICT ORGANIZATION COUNTY APPROVAL AND TIME LINE**

### **I. Overview**

The process below is required of each special district formed. It is possible the formation process of separate districts could run concurrently. The process of county approval, court approval and voter approval invariably consumes at least seven months. A more reasonable time schedule is probably nine months to accommodate unforeseen delays.

### **II. Service Plan**

The Service Plan must detail all of the services and most facilities to be provided, and show how they will be financed at reasonable rates. The Service Plan must include:

- A. A description of the proposed services; if a metropolitan district, the powers intended to be utilized, even if complete detail is not available
- B. Complete financial pro forms for the district operation, showing how the proposed services are to be financed, including all proposed indebtedness and a proposed schedule of debt issuance.
- C. Preliminary engineering or architectural survey showing how the proposed services are to be provided.
- D. A map and legal description of the boundaries of the district.
- E. Population and assessed valuation projections.
- F. A general description of the facilities to be constructed and the standards of such construction, including a statement of how the facilities and service standards of the district are compatible with facilities and service standards of the county, and any municipality or special district within a three mile radius.
- G. A general description of the estimated cost of acquiring land, engineering services, legal services, administrative services, initial proposed indebtedness, and other major expenses.

***No tract of land of 40 acres or more used and zoned for agricultural uses shall be included in a park and recreation district, without the written consent of the property owners.***

### **III. County Review and Approval**

**Start** When completed, the Service Plan and filing fee must be filed with the County Clerk at least 10 days prior to a regular County Commissioners meeting. Copies of the Service Plan must also be filed with the Division of Local Government and State Auditor. If the district crosses county boundaries, both counties must hear the Service Plan.

**30 Days** Upon filing the Service Plan, the County Commissioners must refer the Service Plan to the County Planning Commission for recommendations. The Planning Commission must make its recommendations on the Service Plan to the County Commissioners within 30 days after the Service Plan was filed with the County Clerk.

**40 Days** At the next regular meeting after the final Planning Commission action on the Service Plan, the Commissioners must set a public hearing date within 30 days for consideration of the plan.

Notice of the Commissioner's hearing must be published at least 20 days prior to the hearing. Mailing notice to all other districts and municipalities within three miles, as well as notification to the Division is required.

Letter notification of the public hearing shall be mailed not less than 20 days nor more than 30 days prior to said hearing to all property owners within the proposed district as listed on the records of the county assessor, unless the petitioners represent 100% of the property owners. The notification shall indicate a notice of hearing for the organization of a special district, the date, time, and location purpose of such hearing, type of special district, maximum mill levy, and procedures for the filing of a petition for exclusion.

**70 Days** County Commissioners Hearing. Within 20 days after the hearing, the Board of County Commissioners shall (a) approve; (b) disapprove; or (c) approve with conditions, which must be incorporated into the Service Plan. If approved, the Board of County commissioners shall issue a Resolution of Approval to the Petitioners.

#### **IV. District Court Petition and Hearing**

**90 Days**      Petition. A petition for formation must be signed by at least 30% or 200 of the “taxpaying elector” within the proposed district, whichever number is smaller, and filed with the District Court, together with a cash bond. The Service Plan and Resolution of Approval must also be filed with the District Court. A taxpaying elector is a person who, or shows spouse, owns taxable real or personal property within the proposed district, or a person who is obligated to pay taxes under a contract to purchase taxable property within the proposed district.

**120 Days**      Court Hearing. A hearing date shall be fixed not less than 20 days nor more than 40 days after the petition is filed. Notice of Hearing must be published and copies mailed to the County Commissioners and interested parties. The court will establish an election date at this hearing (which date will be subject to article X, Section 20 of the Colorado Constitution). Nomination forms for the first Board of Directors of the proposed district must be filed with the Designated Election Official.

#### **V. Organizational Election, Final Decree, and Organizational Meeting**

**200 Days**      Organizational Election. The Clerk of the Court shall cause notice to be given by publication of the date, time and place of the organizational election. The election shall be conducted pursuant to Articles 1 to 13 of Title 1, C.R.S. and Article X, Section 20 of the Colorado Constitution, including all debt authorization and tax increase ballot issues. The election results, as certified by the election judges and Board of Canvassers, shall be submitted to the District Court for Final Decree.

**220 Days**      Organizational Meeting. As soon as the Final Decree is issued and recorded with the County Clerk and Recorder, and the oaths and bonds for the Directors are properly filed with the Court and Division of Local Government, the Board will meet, elect officers, ratify obligations, and appoint consultants and agents.



# **SITE EVALUATION**

## Site Evaluation

In June 2015, Ohlson Lavoie Collaborative was commissioned by the Town of Buena Vista to evaluate potential sites for a new community recreation center for northern Chaffee County. The following is the site evaluation study and OLC's formal recommendations.

From dialogue with stakeholders prior to June 2015, thirteen (13) total sites were discussed as potential candidates for a future facility. After further evaluation and with regards to size, location, soils, ownership and access issues the choices were narrowed down to three (3) sites. Further evaluation was performed using a weighted matrix that considers criteria such as size, infrastructure costs, access, proximity to users and other recreation facilities, existing environmental issues and microclimate. Each site was ranked according to the criteria, with ten being the best possible rating and meeting all of the desired criteria, and zero being the worst possible rating. The rating was then multiplied by a weight factor that places a larger emphasis on criteria of greater importance. The higher the score, the more desirable the site is.

Included are two matrices:

- 1.) Site Evaluation Matrix (which compares the non-cost criteria established in conjunction with the committee).
- 2.) Potential Site Cost/Time Evaluation Matrix (which assesses the comparative development costs and time of the proposed sites relative to each other).

Weight factors for each of the criteria have been determined by OLC and are based on conversations with committee members. In the non-cost-based Site Evaluation Matrix, a higher score indicates a better grade for that criteria, while in the Cost Comparison Matrix, the lower the number of dollar signs (\$'s), the lower the anticipated cost.

Site Summary (See attached map of the Town of Buena Vista and perimeter)

POINTS
<b>684</b>
DOLLARS
\$\$\$\$
\$\$\$\$

**River Park – Old Dump Site.** This is parcel of land that is located on the east side of the Town of Buena Vista, east of downtown, and just north of River Park. This site provides easy access and would tie South Main with East Main Street. It is close to existing recreation facilities and is a pleasant location in town. The site is surrounded by plenty of open space, is within walking distance of many residents, it has good river access, and no building would block the view of the mountains.

There is a general lack of parking in this area and ample on-site parking would have to be considered as part of the development. A recreation center on this site may infringe upon the current level of privacy for nearby residential neighborhoods along South Main, and is not optimal for the future growth of the Town due to its location and space limitations. However, the size would support the proposed use.

POINTS
<b>595</b>
DOLLARS
\$\$\$\$\$
\$\$\$\$\$
\$\$\$\$\$

**Rodeo Grounds.** This site provides a lot of room. It would be good for equine sports, has plenty of space for parking, ample areas for expansion and is in a great position for the future growth of the Town.

Drawbacks of this site include the lack of utilities and other infrastructure and its location is far from the center of town. In addition, patrons will need a vehicle in order to access the facility at this location, especially in bad weather.

POINTS
<b>585</b>
DOLLARS
\$\$\$\$\$
\$\$\$\$\$

**River Park – North End.** This site is publicly owned land near River Park and is near existing recreation and other outdoor facilities. It is close to town and has good river access. This site has a lot of space as compared to the Old Dump site.

Drawbacks of this site include a lack of visibility and limited roadways that access the site so vehicles would need to access the site next to the tennis courts. Large boulders would need to be removed, the disc golf course currently on the site would have to be relocated, and there are no existing utilities and infrastructure.

### Site Recommendation

The purposes of this study is to make an unbiased evaluation of these sites and make a recommendation as to which one would be the **best** for the citizens of Chaffee County in regards to fulfilling their recreational needs. All three of the sites evaluated would be good sites for a recreation center. Each option has very distinct and unique properties that would benefit the recreation center in some way.

Based on the Site Evaluation Matrix results, the **River Park** site rose to the top as the most desirable site for the proposed new recreation center. The River Park site scored the highest on the Potential Site Costs/Time Evaluation making it the most cost effective solution, both in terms of the straight ranking and the weighted score. In addition, this report recommends that the **Rodeo Grounds** site be pursued as an alternate location for a new recreation center.

The matrices show that the ease of access onto and off of the River Park site, the topography being conducive to both building and outdoor recreation, the overall development potential (size, ability to expand, etc.) of the River Park site outweigh the merits of the other two potential sites as of the date of this study. Factors do change from time to time, and new information or proposals can come forward at any time. Our recommendation would also be to continue to be open to alternatives and proposals during the time it takes to raise funds for the recreation center.

### Site Evaluation Matrix

Criteria	Priority Ranking	River Park	Rodeo	River Park North
<b>1) Adequate size (5 acres min.)</b>	TBD			
a) Outdoor Component compatibility	N/A	N/A	N/A	N/A
b) Future expansion capability	10	3	3	3
<b>2) Ownership/Acquisition</b>	<b>10</b>	TOWN OWNED	TOWN OWNED	TOWN OWNED
a) Acquisition Time	N/A	N/A	N/A	N/A
<b>3) Proximity to Existing Parks and Recreation Facilities</b>	<b>8</b>	<b>3</b> SURROUNDED BY OTHER PARKS & REC AMENITIES	<b>1</b> NEAR TRAILS, DOG PARK, MODEL AIR STRIP	<b>2</b> TRAILS, NEAR BALL FIELDS
a) Operation and Maintenance Efficiency	5	1 NOT NEAR PUBLIC WORKS	2 1 MI FROM PUBLIC WORKS	1 NOT NEAR PUBLIC WORKS
<b>4) Proximity to User Groups</b>				
a) Neighborhoods	10	3	2	2
b) Seniors	8	3	2	2
c) Public Schools	10	3 NEAR SCHOOLS, POTENTIAL FOR SHARED USE W/ ARTS & POOLS	0	2
d) Private Schools	8	1	1	1
e) Business Partners (hospitals, day care providers, etc.)	8	2	1	1
<p><u>Legend:</u></p> <p>Good = 1      To Be Determined = TBD</p> <p>Better = 2      Not Applicable = N/A</p> <p>Best = 3</p> <p><u>Priority Ranking:</u></p> <p>Most important = 1</p> <p>Least important = 10</p>				

Criteria	Priority Ranking	River Park	Rodeo	River Park North
<b>5) Land Use Compatibility</b>				
a) Consideration of Master Plan	9	3	2	2
b) Consistency with Zoning Ordinance	10	3	3	3
c) Compatibility with No-Fly Zone(s)	10	3	? OLC RESEARCHING	3
d) Compatibility with Adjacent Uses	10	3	2	2
e) Business Development Potential	10	3 ADJACENT TO MIXED USE & DOWNTOWN	1 FAR AWAY FROM BUSINESS DISTRICTS	1 VERY RESIDENTIAL LOCATION
f) Urban Renewal Potential	10	3 CLEAN UP OF OLD DUMP SITE	1	1
g) Traffic issues	10	1 COULD INCREASE TRAFFIC ON MAIN	3 NOT MANY RESIDENTS NEARBY	1 INCREASE TRAFFIC THRU NEIGHBORHOOD
h) Lighting issues	9	1	3	2
i) Noise issues	9	1	3	2
<b>6) Existing Constructions</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>7) Soil Conditions</b>				
a) Foundation systems	5	1 QUESTION SOILS NEAR RIVER	3	1 QUESTION SOILS NEAR RIVER
b) Excavation	5	1	2	1
c) Groundwater	5	3	3	3
<b>8) User Access</b>				
a) Vehicular (Approx. 10 min. driving time optimal)	9	3	3	3
b) Pedestrian (Approx. ½ mile is optimal)	10	3	1	2
c) Bicycle (Approx. 15-18 min. cycling time optimal)	10	3	3	3
d) Public School Buses	7	3	2	2
e) Public Transit System	N/A	N/A	N/A	N/A
<p><u>Legend:</u></p> <p>Good = 1      To Be Determined = TBD</p> <p>Better = 2      Not Applicable = N/A</p> <p>Best = 3</p> <p><u>Priority Ranking:</u></p> <p>Most important = 1</p> <p>Least important = 10</p>				

Criteria	Priority Ranking	River Park	Rodeo	River Park North
<b>9) Consistency with Greenbelt and Bicycle Master Plans</b>	<b>10</b>	<b>3</b>	<b>2</b>	<b>3</b>
<b>10) Landscaping</b>				
a) Existing Features	7	2	2	2
b) Potential Features	7	3	2	2
c) Distinctive views	8	3	3	3
<b>11) Environmental Issues</b>				
a) Wetlands	N/A	N/A	N/A	N/A
b) Endangered species	N/A	N/A	N/A	N/A
c) Floodplains	N/A	N/A	N/A	N/A
<b>12) Microclimate</b>				
a) Solar Exposure	10	3	3	3
b) Wind Exposure	10	3	1	3
c) Natural Ventilation	10	3	3	3
d) Daylighting	10	3	3	3
<p><u>Legend:</u></p> <p>Good = 1  Better = 2  Best = 3  To Be Determined = TBD  Not Applicable = N/A</p> <p><u>Priority Ranking:</u></p> <p>Most important = 1  Least important = 10</p>				

### Time/Cost Matrix

Criteria	Priority Ranking	River Park	Rodeo	River Park North
<b>1) Site Development Costs</b>				
a) Acquisition Costs	N/A	N/A	N/A	N/A
b) Administrative Costs				
i) Analysis	N/A	\$	\$	\$
ii) Zoning Process	N/A	N/A	N/A	N/A
c) Utilities and Streets	N/A			
i) Natural Gas		\$	\$\$\$	\$\$
ii) ElectriTown		\$	\$\$\$	\$\$
iii) Sanitary Sewer		\$	\$\$\$	\$
iv) Storm Sewer		\$	\$	\$
v) Water		\$	\$\$\$	\$\$
vi) Grey Water System	N/A	N/A	N/A	N/A
vii) Communication		\$	\$\$	\$
viii) Streets/ Sidewalks		\$	\$\$\$	\$
d) Grading issues		\$\$	\$\$	\$\$
e) Drainage issues		\$	\$	\$
f) Environmental mitigation issues				
i) Hazardous materials	N/A			
ii) Habitat restoration	N/A			
g) Soil Stabilization		\$\$\$	\$	\$
<b>Legend:</b> Lower Cost = \$ Medium Cost = \$\$ Higher Cost = \$\$\$ To Be Determined = TBD Not Applicable = N/A				



# DESIGN

## Design

After the site analysis was complete, two potential sites emerged as the prime candidates: the River Park site and the Rodeo site. Each is owned by the town, and each offered adequate size to accommodate the need. However, the similarities end there. The Rodeo site is flat and offers a view of the mountains to the west. The River Park site rests on the Arkansas River, is largely flat, and gradually slopes to the east as it approaches the river, then drops off dramatically. The River Park site has proximity to the main business district, and the Rodeo site is on the western edge with proximity to the Rodeo. One concept was developed for each site, and both concepts shared the same programming elements and size. Both concepts contain phasing options, and the spatial relationships of each plan allow for options and logical expansions when the funds are available.

### River Park

The design for the River Park site design has a main vehicular entry that aligns with, and is the eastern terminus of Main Street. This pedestrian and bicycle pathway to the facility has strong trail connections along the river. The parking field is on the Western edge of the site and has room to expand to the south and north to accommodate future growth. The building itself is positioned on the northern third of the site to take advantage of potential connections to the existing sports field and the east to capture views of the river. This allows room to maintain a dog park to the south of the building, and for an amphitheatre to take advantage of the slope on the site towards the river. It is envisioned that separate fields of parking will serve the two separate and distinct uses of recreation and events.

The first phase of the building has one public entry for all users. Upon entry, users are greeted by a two-story sunlit atrium with multipurpose rooms immediately to the right in the free zone (public Zone). The functions of these room(s) are multi-purpose, and will initially include some paid activities, so placement of the control desk in close proximity is critical for monitoring purposes. It is suggested that this room will have a high sloped ceiling, with perimeter windows, and will be divisible in two sections for two different uses to take place simultaneously. At one end there will be a small elevated stage for performances, and at the other end there will be a catering kitchen for events. Programming of these two multipurpose rooms will include: music, theatrical performances, meetings, receptions, arts, and an exercise and dance class.

Moving past the central control desk, another multipurpose room is strategically placed adjacent to the indoor pool. This room will be used for birthday (and other) parties, as well as serve as a child watch area for drop-in users. This room is dividable in two areas so different uses can occur simultaneously. Access to the pool will be through the family changing rooms in order to maintain atmospheric separation from the pool itself, and to provide a path for users to shed water off their feet prior to re-entering the party rooms.

Immediately behind the control desk, which has a “bullpen” arrangement with ingress on one side of the desk and egress the other are the administration offices. They have excellent views of the lobby and front desk operations, as well as a window onto the gymnasium space to monitor activities there.

On the walkway to the locker rooms, users are treated to a view of the pool, which offers a glimpse of the gymnasium space. The gym will have a truly multipurpose nature with an 84' long basketball court, and a center divider curtain. Floor sleeves and court markings will be provided in such a way that volleyball, pickleball and cross court basketball can be played. Users of each gender will enter a locker room that will have toilet facilities, dry changing areas, and private shower stalls. Future locker rooms expansion space will be planned so that the increasing demand can be accommodated as the facility experience grows.

Moving through the wet areas of the locker rooms, users will have direct access to the activity pool. The activity pool is a vibrant two-story space walled by windows on the east side with views to the Arkansas River and beyond. There is one body of water which is strung together in multiple use areas. The main body of water is the zero depth leisure pool which will feature a passive area for the smallest of toddlers and an active zone which will contain geysers, and numerous play features for older children. The beach entry will serve as an area for toddlers to get used to the water incrementally as well as an access point for seniors. The lazy river (or flow channel) will be the social hub of the natatorium. Users can float along with the current, using tubes in social interaction or walk against the current for exercise. A bubble pit, like an attached whirlpool will be a place to pull off the route and mingle with friends. A 3-lane 25-yard lap swim area is also included in the design and can be used for exercise swim, water aerobics, sport swim and learn-to-swim activities. Finally, the pool will feature a two flume slide tower with the runs exiting the back in at the splash down area. Two different speeds and types of flumes are anticipated to give users two different experiences.

### Upper Level:

The upper level area is all about providing for several critical needs while simultaneously offering great views. The team heard about the need for a place to walk and run in the winter. Placing a walk/jog track on the second level was a natural fit. As users make their way around the track, scenery will always change and include views of the river to the pool, gymnasium, and lobby space. Above the locker area there will be an exercise floor where users can work on their fitness routines.

### Expansion:

As the community grows, and along with it the heightened interest and participation level in recreation, the future expansion must be thoughtfully considered. The design allows for a gymnasium that can be added adjacent to the Phase I building, for a dedicated classroom for art, as well as gallery space in the lobby for exhibits.

The River Park design responds first to the priority program needs expressed by the community, and allows for the expansion in the future as funds become available. This will result in a facility that will satisfy all recreation demands of Buena Vista residents over time.

### Rodeo Site

The Rodeo site places the recreation center on the northwest corner at the intersection of Gregg Drive and Rodeo Road. Many of the reasons this site was one of the two recommendations included was because of the fact that the land was currently owned by the town. It has a fantastic view of the mountains to the west, utilities are in close proximity, there is excellent vehicular access and visibility, plus there is plenty of space for expansion (See the site selection matrix).

There are several locations within the Rodeo grounds that could be considered for development of a potential facility, but this corner was singled out primarily because of easy access and visibility. The initial phase would feature two vehicular access points off of Gregg Drive, with the main parking field to the north of the road. The facility is placed to the north of the parking field and is positioned in such a way to provide views to the Sawatch Range and this will make a dynamic presentation to both Gregg Drive and Rodeo Road.

There is plenty of room for expansion on three sides of the building. It is envisioned that, in the future, separate parking fields will be added to serve the new elements which would be constructed in a later phase. There are many similarities between the Rodeo Design solution and the River Park design. The fact that the program elements are identical lends itself to similarities in access, control, spatial relationships, and function. Like the River Park design, the Rodeo plan has one main entrance where users are greeted by a lofty sunlit lobby space with windows to the south.

Upon entry, multipurpose classrooms are to the right and will accommodate the same functions previously mentioned in the River Park narrative. Access is within the free zone, with divisible spaces oriented in such a way that the stage is to the rear of the assembly. In this arrangement, there is a very good adjacency between the administration area and the multipurpose rooms, so larger staff meetings could easily be held in the adjoining multipurpose spaces. High ceilings and excellent acoustics are an essential part of the vision for the multipurpose rooms. There is also the potential of “spill out”, space on the exterior in the form of outside patios.

On the opposite side of the lobby, the child watch/party rooms have a location that precedes check-in at the control desk. They have similar use and access from the family changing area to the natatorium as with the River Park design.

Moving past the control desk into the free zone, a view of the activity pool allows parents to observe their children in the water without physically being inside the pool. One of the key differences between the two plans is the fact that the visibility of the gymnasium is more limited from the main view corridors in the subject design. The Rodeo design moves the gymnasium space to the north side of the lockers providing more acoustical separation from the core of the facility. This however results in less visual connection, at the same time. The multi-use functions of the Rodeo gym space will remain the same as the River Park plan previously discussed.

Users will enter the locker rooms from a social hub lounge area at the foot of the stairs that access the upper level. Each of the men’s and women’s locker rooms will have zones which include a dry zone for dressing and a wet zone with toilets and individual showers. Expansion potential for future growth would occur at the gym and pool storage areas. The expansion

potential will assure the locker rooms will not become “land locked” when demand is increased due to the future program additions.

The activity pool in the Rodeo design is the same fun filled space as the River Park design, with all the same amenities. Positioned on the south side for the structure, and on the perimeter, the southern sun will flood the space with natural light in the winter, while more windows will provide views to the mountains beyond. From Gregg Drive, the pool will light up at night like a beacon beckoning visitors inside.

#### Upper Level:

The upper level has direct access from a staircase that overlooks the gymnasium as it ascends. One of the prime elements of need is the walk-jog track which brings the perimeter of the upper level to include views into the activity areas below, as well as to the outside and its magnificent mountain vistas. Stacked above the locker rooms is a modest exercise area and room for expansion into potential group exercise, or other multipurpose space needs as demand rises.

#### Expansion:

The Rodeo design anticipates expansion potential on three sides of the initial facility. To the north, a second gymnasium could adjoin the Phase One gym in a large singular space. To the west, a conventional pool will be constructed with a potential dedicated entry for spectator use. To the east, an expansion of the events center is proposed with a fixed seat performing arts space and proscenium stage. A dedicated entry would separate arts users from recreation users during times of simultaneous use. The design features a lobby/gallery space that has direct access to the Phase One multipurpose rooms. This offers greater flexibility of access for hours independent of normal business operations.

Both the Rodeo site and River Park site design solutions respond to the current and future program needs of Buena Vista in a way that offers a core response in the initial phase, and the ability to add components in a planned manner when they are deemed essential, and funds become available.

# ***Concept Designs & 3D Views***





1 Site  
1" = 80'-0"



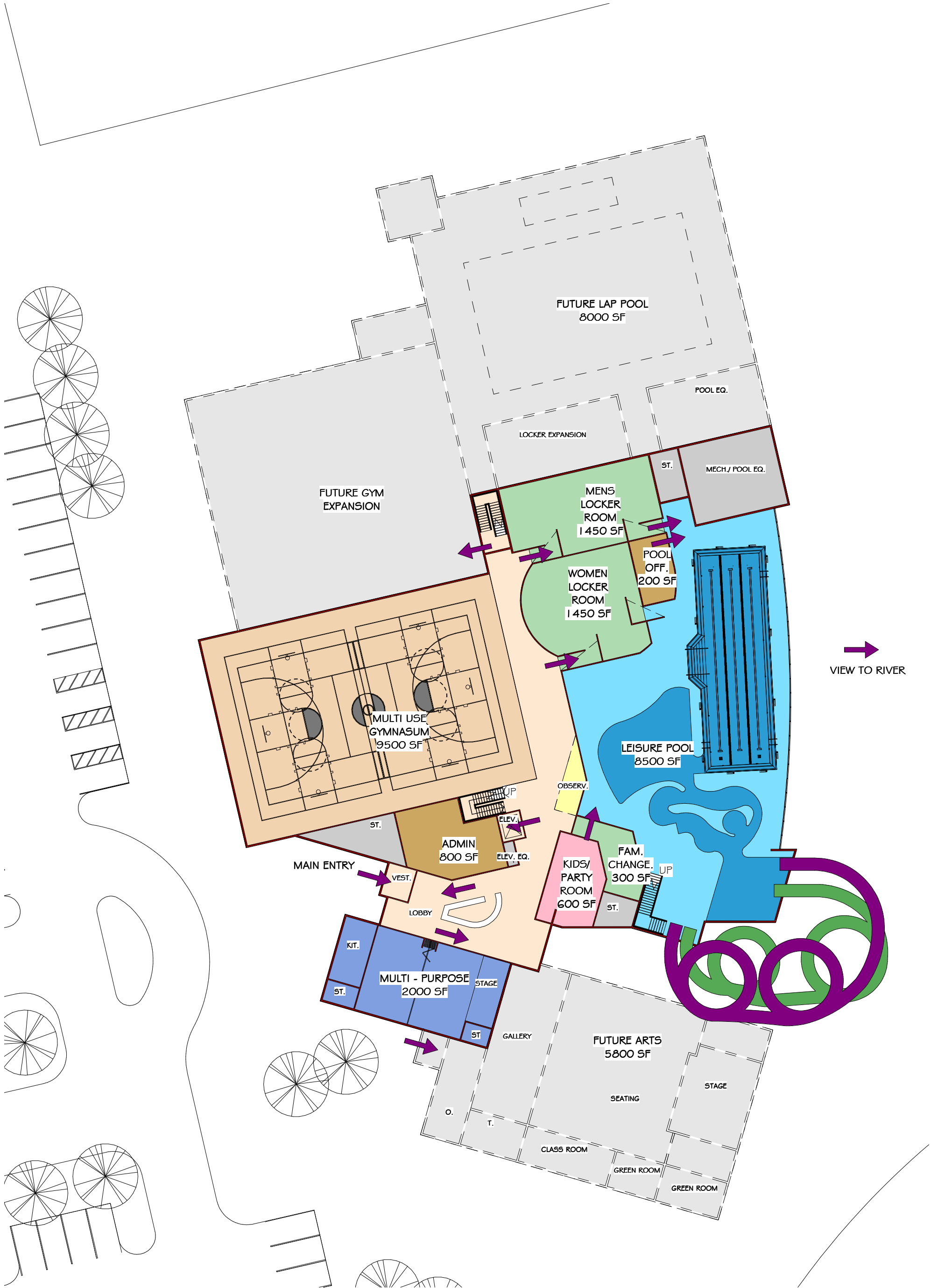
**OHLSON LAVOIE COLLABORATIVE**  
Architecture • Aquatics • Interior Design  
616 East Speer Blvd., Denver, CO. 80203  
T: 303.294.9244 F: 303.294.9440

**RIVER PARK**

**SHEET: RIVER PARK SITE**  
**DATE: CONCEPT**  
**SCALE: 1" = 80'-0"**  
**OLC #: Project**  
**Number**



NORTH



1 FIRST FLOOR  
1/32" = 1'-0"



NORTH

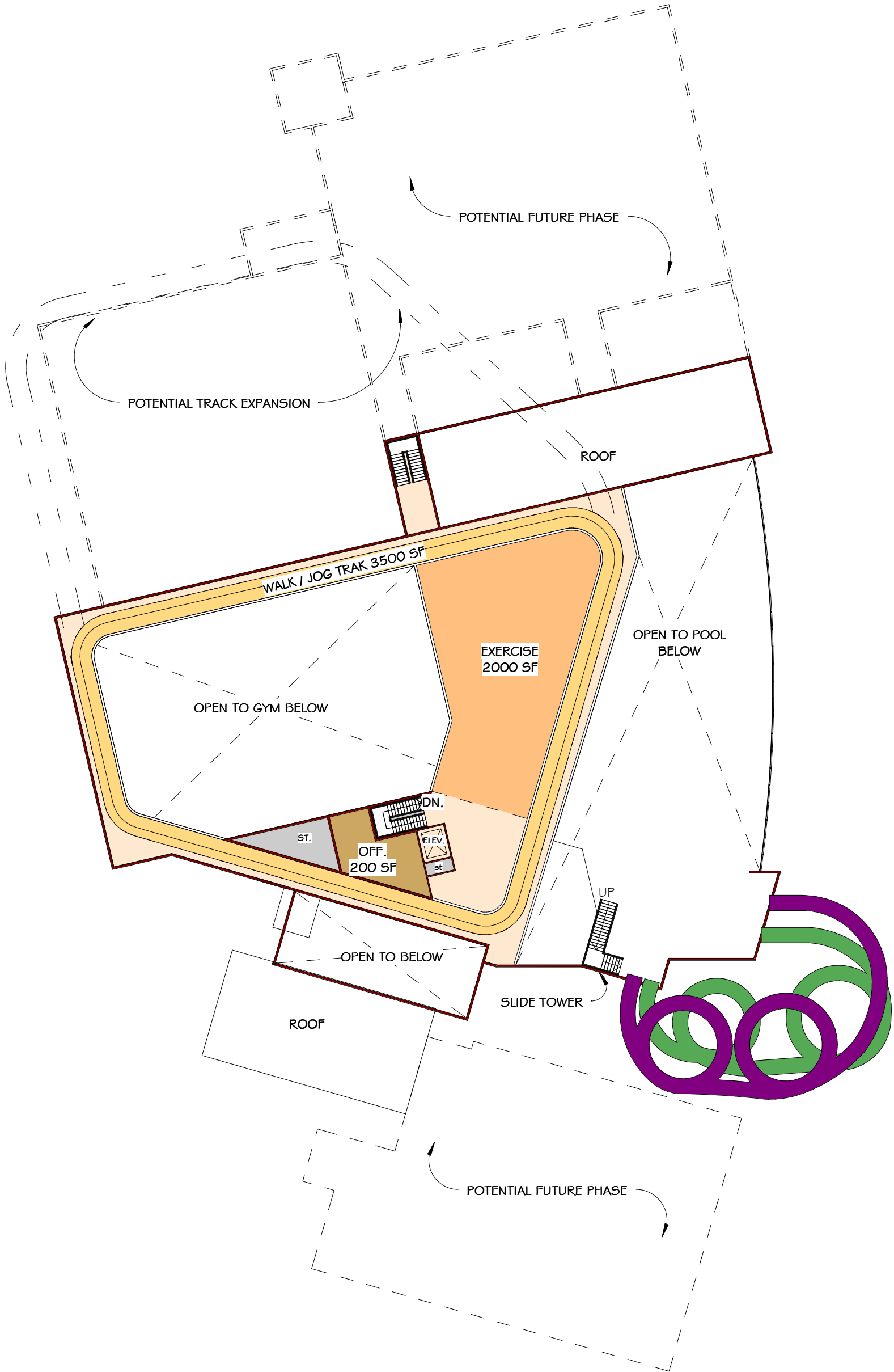
## RIVER PARK



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**SHEET:** RIVER PARK LOWER  
**LEVEL CONCEPT PLAN**  
**DATE:** Issue Date  
**SCALE:** 1/32" = 1'-0"  
**OLC #:** Project  
Number

A101



1 SECOND FLOOR  
1/32" = 1'-0"



NORTH



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## RIVER PARK

**SHEET:** RIVER PARK UPPER  
**DATE:** LEVEL CONCEPT PLAN  
**SCALE:** 1/32" = 1'-0"  
**OLC #:** Project  
Number

A102





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RODEO SITE

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DRAWN BY:		Author
REV'D BY:		Checker
PROJECT #:		Project Number
SHEET TITLE:		ENTRY VIEW
SHEET #:		





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RODEO SITE

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DRAWN BY:		Author
REV'D BY:		Checker
PROJECT #:		Project Number
SHEET TITLE:		MULTI-PURPOSE VIEW
SHEET #:		





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RODEO SITE

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ISSUE DATE:		Issue Date
DRAWN BY:		Author
REV'D BY:		Checker
PROJECT #:		Project Number
SHEET TITLE:		POOL VIEW
SHEET #:		





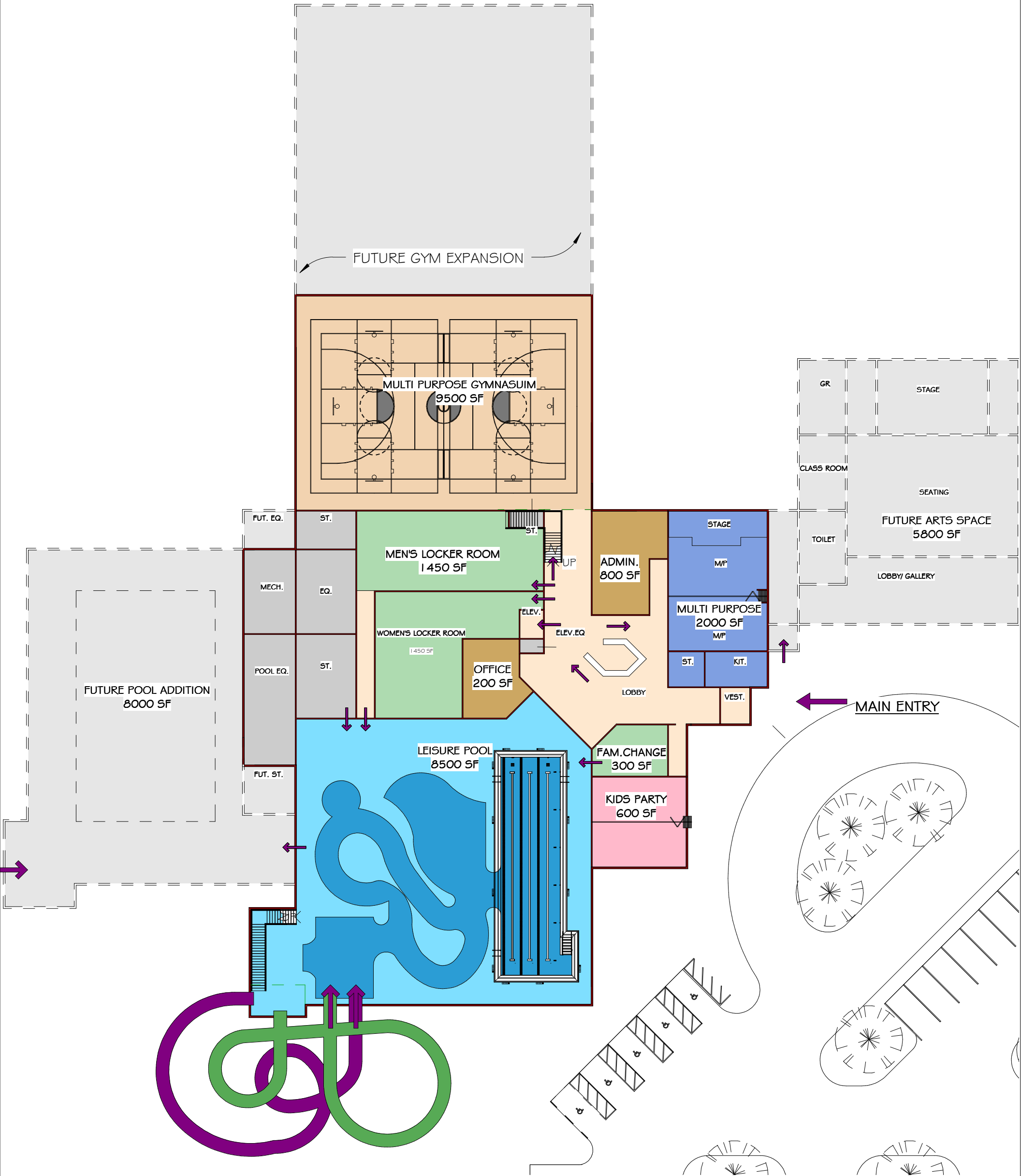
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RODEO SITE

SHEET: RODEO SITE, CONCEPT  
DATE: Issue Date  
SCALE: 1" = 60'-0"  
OLC #: Project Number



NORTH



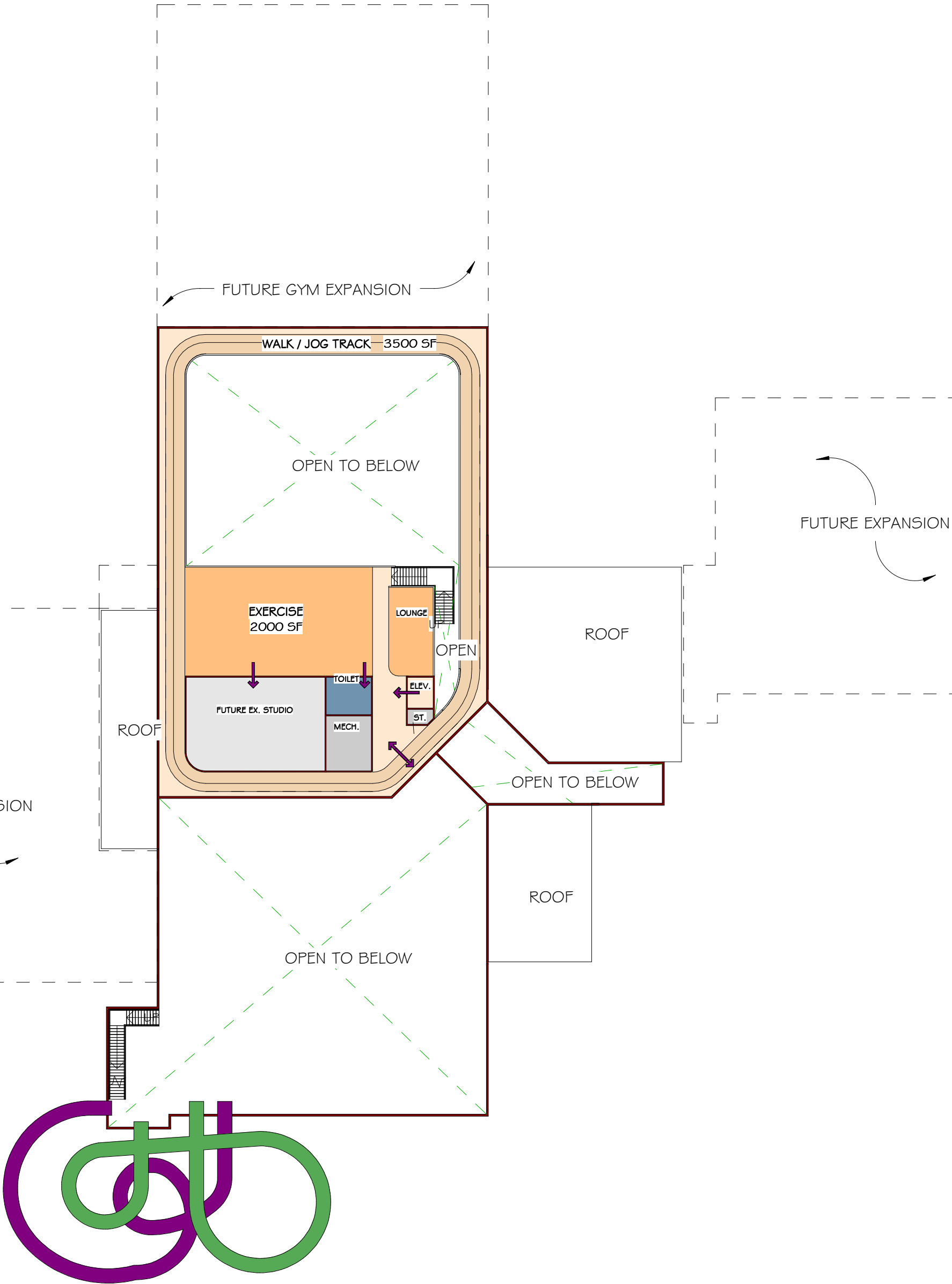
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## RODEO SITE

**SHEET:** RODEO SITE - LEVEL 1  
**DATE:** CONCEPT  
**SCALE:** 1/32" = 1'-0"  
**OLC #:** Project Number

A102





NORTH



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RODEO SITE

**SHEET:** RODEO SITE - LEVEL 2  
**DATE:** CONCEPT  
**SCALE:** 1/32" = 1'-0"  
**OLC #:** Project  
Number

# **OPERATIONS PRO-FORMA**

## Operations Analysis

The following operations analysis has been completed for the planned Buena Vista Recreation Center. The following are the basic parameters for the project.

- The first year of operation will be 2019 or later. This budget represents the second full-year of operation.
- The presence of other providers in the market will remain the same.
- The center will be operated by a Special Recreation District.
- The center will be located in Buena Vista.
- This operations estimate is based on a preliminary program and basic concept plan for the facility only.
- An aggressive approach to estimating use and revenues from pass sales and programs taking place at the facility has been used for this pro-forma.
- No provision for any type of concessions has been shown (other than vending).

### Division I - Expenditures

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of facility. The figures are based on the size of the center, the specific components of the facility and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in Colorado. All expenses were calculated as accurately as possible but the actual costs may vary based on the final design, operational philosophy, and programming considerations adopted by staff.

**Facility Description** – Leisure pool, gymnasium, walk/jog track, party rooms, weight/CV area, multi-purpose room, kitchen, lobby, locker rooms and administration area – **Approximately 31,500 sq.ft.**

## Operation Cost Model

Personnel	
Full-Time	\$175,500
Part-Time	\$438,033
<b>TOTAL</b>	<b>\$613,533</b>

Commodities	
Office Supplies (forms, paper, etc.)	\$5,000
Pool Chemicals	\$15,000
Maintenance/Repair/Materials	\$10,000
Janitor Supplies	\$5,000
Rec. Supplies	\$15,000
Uniforms	\$2,500
Printing/Postage	\$10,000
Items for Resale	\$4,000
Other	\$2,000
<b>TOTAL</b>	<b>\$68,500</b>

Contractual	
Utilities (electric and gas) <sup>10</sup>	\$110,250
Water/Sewer	\$15,000
Insurance (property & liability) <sup>11</sup>	\$5,000
Communications (phone)	\$5,000
Contract Services <sup>12</sup>	\$30,000
Rent Equipment	\$2,000
Marketing/Advertising	\$5,000
Training (staff time)	\$2,000
Conference	\$1,500
Trash Pickup	\$2,500
Dues & Subscriptions	\$1,000
Bank Charges (charge cards, EFT)	\$10,000
Other	\$3,000
<b>TOTAL</b>	<b>\$192,250</b>

Capital	
Replacement Fund	\$10,000
<b>TOTAL</b>	<b>\$10,000</b>

<sup>10</sup> Rates are \$3.50 SF and include electric and natural gas. It should be noted that rates for gas has been very volatile and could result in a substantially higher cost for utilities over time.

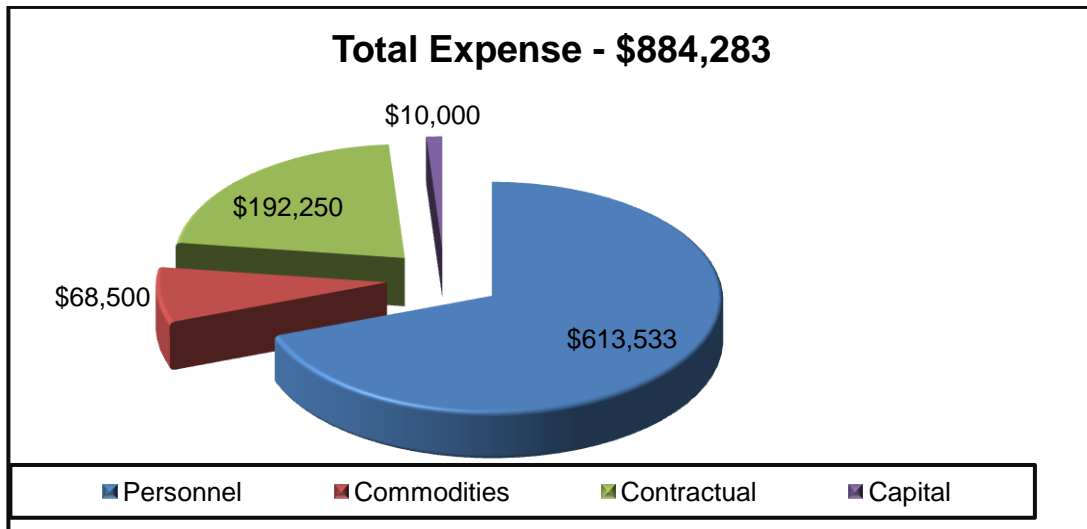
<sup>11</sup> Based on Town or Special District insurance coverage.

<sup>12</sup> Contract services cover maintenance contracts, control systems work, alarm, legal services and other items.

All Categories	
Personnel	\$613,533
Commodities	\$68,500
Contractual	\$192,250
Capital	\$10,000
<b>TOTAL EXPENSE</b>	<b>\$884,283</b>

**NOTE:** Line items not included in this budget are any vehicle costs.

### Graphic Representation of Total Expenses



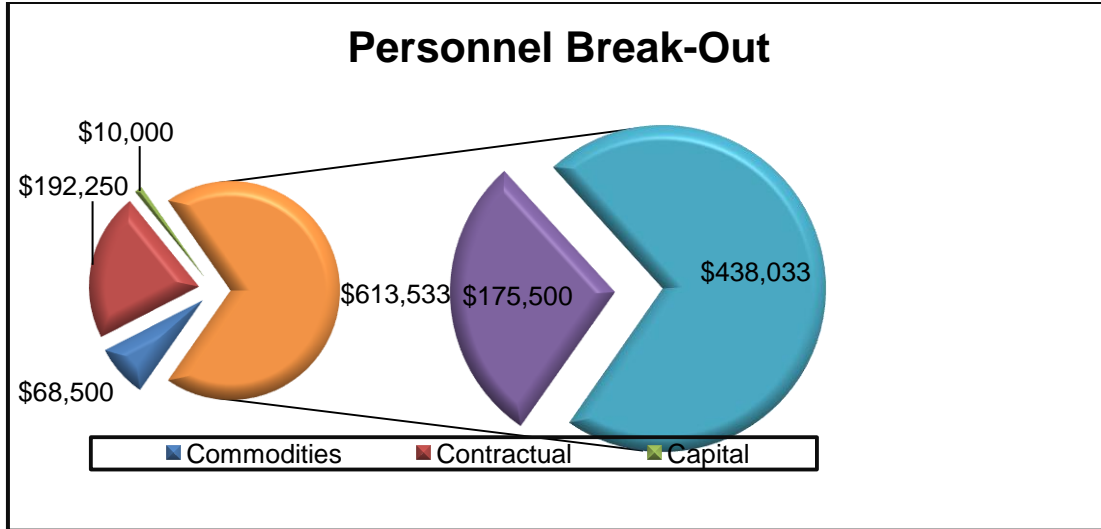
### Staffing Levels

Full-Time Positions	Positions	Total
Facility Manager	1	\$40,000
Program Supervisor	1	\$32,000
Accounting Clerk	1	\$28,000
Maintenance/Custodian	1	\$30,000
Salaries		\$130,000
Benefits (35%)		\$45,500
<b>TOTAL</b>	<b>4 F.T.E.</b>	<b>\$175,500</b>

**NOTE:** Pay rates were determined based on basic job classifications and wage scales for similar positions. The positions listed are necessary to ensure adequate staffing for the facility's operation. **The wage scales for both the full-time and part-time staff positions reflect an anticipated wage for 2019.** If the center is operated by the Town of Buena Vista, the Facility Manager position could be replaced by the existing Recreation Supervisor position.

Part-Time Positions	Rate/Hour	Hours/Week
Front Desk Attendant	\$10.00	48
Lifeguard	\$11.00	301
Weight/CV Room Supervisor	\$10.00	68
Custodian	\$11.00	57
Child Care Worker	\$10.00	78
Program Instructors <sup>13</sup>		
Aquatics	Variable	\$20,068
Fitness/General	Variable	\$72,488
Salaries		\$398,212
Benefits (10%)		\$39,821
<b>TOTAL</b>		<b>\$438,033</b>

<sup>13</sup> Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. Aquatics includes lessons, aquatic exercise, private lessons and other activities. Fitness/General programs consist of sports leagues, fitness, birthday parties, and other activities.



## Division II - Revenues

The following revenue projections were formulated from information on specifics of the project and the demographics of the service area as well as comparing them to state and national statistics, other similar facilities and the competition for recreation services in the area. Actual figures vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priorities of use.

### Revenue Projection Model

Fees	
Daily Fees	\$82,800
10 Visit Admissions	\$10,800
3 Month Passes	\$16,200
6 Month Passes	\$27,000
Annual Passes	\$89,250
Rentals <sup>14</sup>	\$29,800
<b>TOTAL</b>	<b>\$255,850</b>

Programs	
Aquatics	\$35,004
Fitness	\$132,776
Contract Programs	\$2,000
<b>TOTAL</b>	<b>\$169,780</b>

Other	
Locker Rental <sup>15</sup>	\$2,400
Resale Items	\$6,000
Special Events	\$2,000
Vending	\$8,000
Drop-in Child Care	\$10,000
<b>TOTAL</b>	<b>\$28,400</b>

All Categories	
Fees	\$255,850
Programs	\$169,780
Other	\$28,400
<b>TOTAL REVENUE</b>	<b>\$454,030</b>

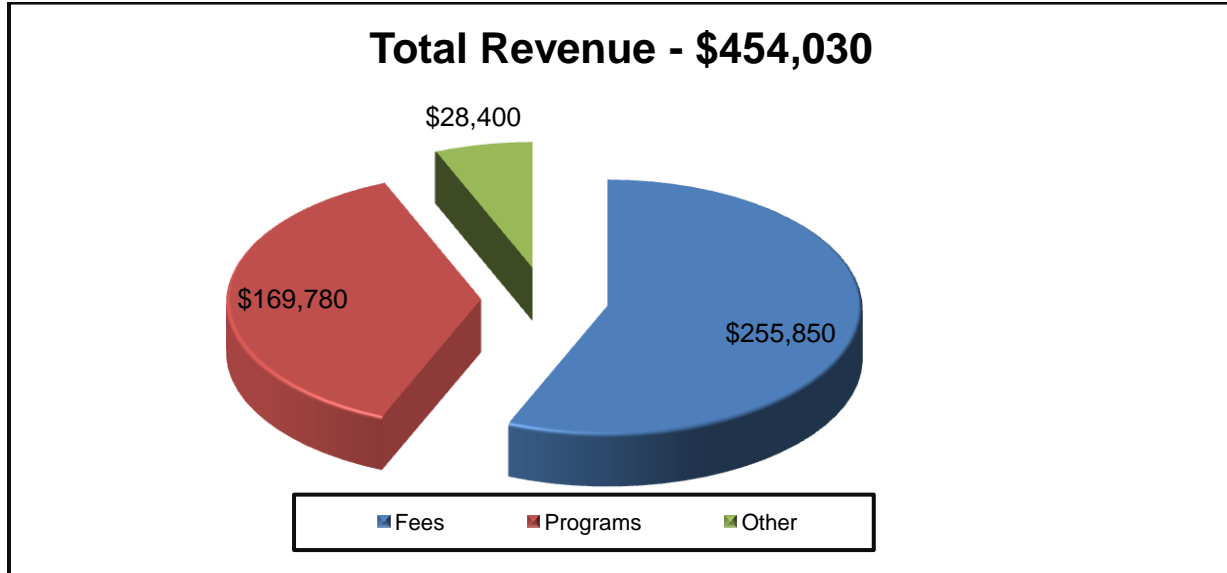
<sup>14</sup> Rentals are based on the following:

Party Room	\$25 x 2/wk x 50 wks =	\$2,500
Gymnasium	\$50 x 1/wk x 26 wks =	\$1,300
Multi-Purpose Room	\$35 x 2/wk x 50 wks =	\$3,500
Multi-Purpose (Prime)	\$100 x 2/wk x 50 wks =	\$10,000
Kitchen	\$25 x 4/wk x 50 wks =	\$5,000
Leisure Pool	\$200 x 20/hrs. =	\$4,000
Full Center	\$350 x 10/hrs. =	\$3,500

<sup>15</sup> Locker rentals are based on 20 lockers x \$10/month x 12 months.



### Graphic Representation of Total Revenue



### Division III - Expenditure - Revenue Comparison

#### 2<sup>nd</sup> Year of Operation

Category	
Expenditures	\$884,283
Revenues	\$454,030
Difference	(\$430,253)
Recovery Rate	51%

This operations pro-forma was completed based on general information and a basic understanding of the project with a preliminary program and concept plan for the center. As a result, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

**1<sup>st</sup> Year Budget:** Expenses for the first year of operation will be less than what is shown in the 2<sup>nd</sup> Year Budget but revenues are also expected to be lower (by as much as \$75,000) as the center ramps up to the pass numbers and program revenues that are shown in year two.

**Future Years:** Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation

facilities the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. Additional revenue growth is then spurred through increases in the population within the market area, a specific marketing plan to develop alternative markets, the addition of new amenities or by increasing user fees. It should be anticipated that the center will show a growing positive cash flow in years 3 and 4 but a small decline in year 5.

#### Division IV - Fees and Attendance

**Projected Fee Schedule:** Revenue projections and attendance numbers were calculated from this fee model.

	Daily	10 Visits <sup>16</sup>	3 Month	6 Month	12 Month <sup>17</sup>
Adult (18 up)	\$8.00	\$64	\$108	\$180	\$300
Youth (3-17)	\$6.00	\$48	\$81	\$135	\$225
Senior (60 up)	\$6.00	\$48	\$81	\$135	\$225
Family	N/A	N/A	\$180	\$300	\$500

Fitness Basic land and water fitness classes are included in 6 and 12 month passes.

Daily fitness fee is \$7.00 and aquatic fitness is \$6.00.

Rentals	\$25/hr	Party Room
	\$50/hr	Gym
	\$35/hr	Multi-Purpose Room (per section, non-prime time)
	\$100/hr	Multi-Purpose Room (both sections, prime time)
	\$25/hr	Kitchen
	\$200/hr	Leisure/Lap Pool
	\$350/hr	Full Center

Locker \$10/month

Child Care \$3.00/per hour (Drop-in Child Care is included in 3, 6, and 12 month passes)

<sup>16</sup> 10 Visits admission is a 20% discount over the daily rate.

<sup>17</sup> Annual passes are also available on an automatic bank withdrawal on a monthly basis.

**Admission Rate Comparisons:** The above rates were determined based on the competition in the greater Buena Vista area (public centers).

### Salida Hot Springs-2015

	Daily	15 Visits	6 Month	12 Month
Adult	\$11.00	\$70.00	\$145	\$250
Youth (6-17)	\$6.00	\$37.50	\$145	\$250
Senior (60 up)	\$9.00	\$60.00	\$145	\$250
Child (0-5)	\$3.00	N/A	N/A	N/A
Family	N/A	\$180	\$290	\$500

**NOTE:** Monthly plans are available for the 6 month and 12 month options.

### Gunnison Community/Aquatics Center-2015

	Daily	20 Visits	3 Month	6 Month	12 Month
Adult	\$7.00	\$110	\$85	\$141	\$181
Youth (5-17)	\$5.00	\$71	\$45	\$76	\$98
Active Adult (62-69)	\$5.00	\$70	\$45	\$76	\$98
70+ Adult	\$4.00	\$55	\$36	\$60	\$77
Couples	N/A	N/A	\$96	\$160	\$204
Youth Pair	N/A	N/A	\$85	\$141	\$181
Active Adult Couple	N/A	N/A	\$85	\$141	\$181
70+ Adult Couple	N/A	N/A	\$62	\$103	\$132
Family	N/A	N/A	\$103	\$172	\$220

**Attendance Projections:** The following attendance projections are the basis for the revenue figures that were identified earlier in this report. The admission numbers are affected by the rates being charged, the facilities available for use and the competition within the service area. The figures are also based on the performance of other similar facilities in other areas of the country. These are averages only and the yearly figures are based on 360 days of operation.

Yearly Paid Admissions	Description	Facility
Daily	35 admissions/day	12,600
10 Admissions	200 sold annually	2,000
3 Month	115 sold annually	2,760
6 Month	115 sold annually	5,980
Annual	225 sold annually	23,400
<b>Total Yearly</b>		<b>46,740</b>
<b>Total Daily</b>		<b>130</b>

**NOTE:** The 455 three, six month and annual passes are based on selling to approximately 12% of the households (3,803 in 2020) in the Primary Service Area. 3 month passes are based on 24 admissions, 6 month on 52, and Annual passes are based on 104 admissions a year. Family passes are counted as a single admission.

**Hours of Operation:** The projected hours of operation of the Buena Vista Recreation Event Center are as follows:

Days	Hours
Monday - Friday	6:00am – 8:00pm
Saturday	10:00am – 8:00pm
Sunday	Noon – 8:00pm
Total Hours Per Week	88

Hours usually vary some with the season (longer hours in the winter, shorter during the summer), by programming needs, use patterns and special event considerations.

## Appendices

- A. Part-Time Staff Hours
- B. Program Staff Projections
- C. Program Revenue Projections
- D. Admission Revenue Projections

## Appendix A - Part-Time Staff Hours

**Front Desk** - 1 scheduled to work any hours that the center is open. The Accounting Clerk position will handle 40 hours of the front desk schedule (split between evenings and weekends).

### Weight/Cardio Room Supervisor

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	6:00A-11:00A	5	1	5	25
	11:00A-3:00P	4	0	5	0
	3:00P-8:00P	5	1	5	25
Saturday	10:00A-3:00P	5	1	1	5
	3:00P-8:00P	5	1	1	5
Sunday	Noon-8:00P	8	1	1	8
<b>TOTAL</b>					<b>68</b>

### Custodian/Building Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	6:00P-11:00P	5	1	5	25
Sat & Sun	7:00A-11:00A	4	1	2	16
	11:00A-3:00P	4	0	2	0
	3:00P-6:00P	3	1	2	6
	6:00P-11:00P	5	1	2	10
<b>TOTAL</b>					<b>57</b>

### Child Care Worker

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	8:00A-11:00A	3	2	5	30
	4:00P-8:00P	4	2	5	40
Saturday	10:00A-2:00P	4	2	1	8
<b>TOTAL</b>					<b>78</b>

### Lifeguard Staffing

Summer Season (June, July, August & Holidays, 15 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	6:00A-9:00A	3	2	5	30
	9:00A-1:00P	4	2	5	40
	1:00P-6:00P	5	5	5	125
	6:00P-8:00P	2	4	5	40
Saturday	10:00A-1:00P	3	2	1	6
	1:00P-6:00P	5	5	1	25
	6:00P-8:00P	2	4	1	8
Sunday	Noon-6:00P	6	5	1	30
	6:00P-8:00P	2	4	1	8
<b>TOTAL</b>					<b>312</b>

Fall, Winter, & Spring Seasons (September – May, 37wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	6:00A-9:00A	3	2	5	30
	9:00A-11:30A	2.5	2	5	50
	11:30A-1:00P	1.5	2	5	15
	1:00P-3:00P	2	2	5	20
	3:00P-5:00P	2	3	5	30
	5:00P-8:00P	3	5	5	75
Saturday	10:00A-1:00P	3	2	1	6
	1:00P-6:00P	5	5	1	25
	6:00P-8:00P	2	4	1	8
Sunday	Noon-6:00P	6	5	1	30
	6:00P-8:00P	2	4	1	8
<b>TOTAL</b>					<b>297</b>

**NOTE:** This schedule is based on a guard rotation concept. Based on the pool's basic configuration, schedule and estimated use patterns, this level of lifeguard staffing will be necessary to ensure adequate protection for swimmers. This is an estimate of anticipated guard hours only and actual needs could vary depending on the final pool design, actual use patterns, and hours of operation.

## Appendix B - Aquatics Program Staffing Projections

This is a representative sample of possible aquatic programming in the center.

### Swim Lessons

Season	Staff Rate/Class	Classes/Day	Days	Weeks	Total
Summer	\$5.50	8	5	8	\$1,760
Spring/Fall	\$5.50	2	2	16	\$352
Winter	\$5.50	2	2	8	\$176
<b>TOTAL</b>					<b>\$2,288</b>

**NOTE:** Instructors are paid \$11/hour classes are 30 minutes in length.

### Water Aerobics

Season	Staff Rate/Class	Classes/Week	Weeks	Total
Summer	\$20.00	9	14	\$2,520
Spring/Fall	\$20.00	6	26	\$3,120
Winter	\$20.00	6	12	\$1,440
<b>TOTAL</b>				<b>\$7,080</b>

### Private Swim Lessons

Lessons/Week	Staff Rate/Lesson	Weeks	Total
2	\$11.00	50	\$1,100
<b>TOTAL</b>			<b>\$1,100</b>

### Therapy Classes

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$30.00	3	40	\$3,600
<b>TOTAL</b>				<b>\$3,600</b>

### Miscellaneous

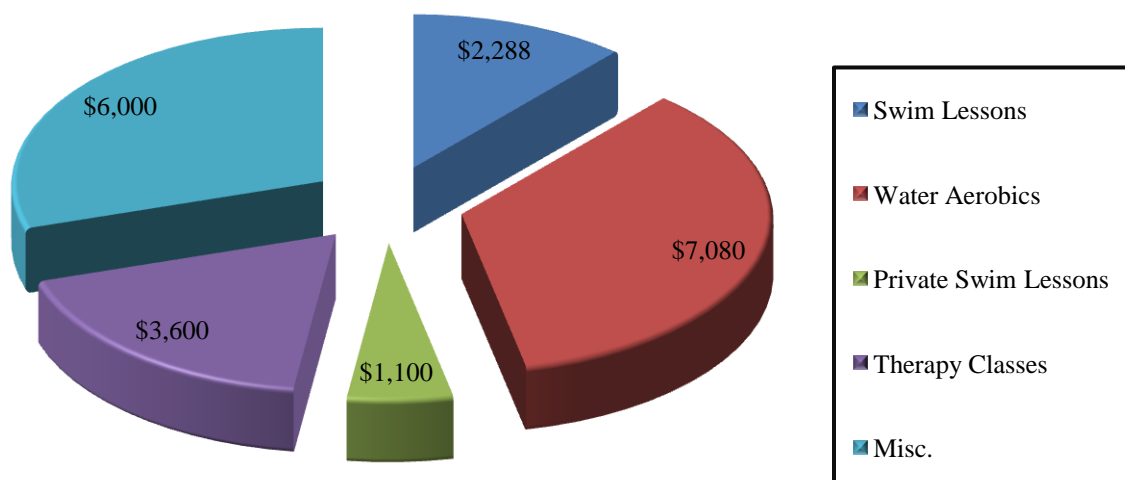
Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$20.00	6	50	\$6,000
<b>TOTAL</b>				<b>\$6,000</b>



### Aquatic Program Staffing

Category	
Swim Lessons	\$2,288
Water Aerobics	\$7,080
Private Swim Lessons	\$1,100
Therapy Classes	\$3,600
Miscellaneous	\$6,000
<b>TOTAL</b>	<b>\$20,068</b>

### Aquatic Program Summary



## General Programs

This is a representative sample of possible general programming in the center.

### Adult Leagues (basketball & volleyball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Officials	2	\$20.00	2	20	\$1,600
	Scorer	1	\$10.00	2	20	\$400
Volleyball	Off/Scorer	1	\$20.00	2	20	\$800
<b>TOTAL</b>						<b>\$2,800</b>

### Youth Leagues (indoor soccer & basketball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Soccer	Officials	2	\$15.00	4	20	\$2,400
	Scorer	1	\$10.00	4	20	\$800
Basketball	Officials	2	\$15.00	4	20	\$2,400
	Scorer	1	\$10.00	4	20	\$800
<b>TOTAL</b>						<b>\$6,400</b>

### Youth Sports Camps

League	Position	Staff	Rate/Hr.	Number	Hours	Total
Basketball	Coaches	2	\$20.00	1	16	\$640
Volleyball	Coaches	2	\$20.00	1	16	\$640
Other	Coaches	2	\$20.00	1	16	\$640
<b>TOTAL</b>						<b>\$1,920</b>

### Fitness

Day	Staff	Rate/Class	Classes/Week	Weeks	Total
Mon, Wed, Fri	1	\$20.00	9	52	\$9,360
Tue, Thu	1	\$20.00	6	52	\$6,240
Weekend	1	\$20.00	2	52	\$2,080
<b>TOTAL</b>					<b>\$17,680</b>

### Functional Training

Staff	Rate/Class	Classes/Week	Weeks	Total
1	\$20.00	6	52	\$6,240
<b>TOTAL</b>				<b>\$6,240</b>

### Personal Trainer

Staff	Rate/Session	Sessions/Week	Weeks	Total
1	\$25.00	8	52	\$10,400
<b>TOTAL</b>				<b>\$10,400</b>

### Youth/Teen Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$11.00	6	36	\$2,376
<b>TOTAL</b>				<b>\$2,376</b>

### Summer Day Camp

Staff	Staff Rate/Hour	Hours/Week	Weeks	Total
1	\$12.00	40	10	\$4,800
3	\$10.00	40	10	\$12,000
<b>TOTAL</b>				<b>\$16,800</b>

### Birthday Parties

Staff	Staff Rate/Party	Parties/Week	Weeks	Total
1	\$15.00	4	52	\$3,120
<b>TOTAL</b>				<b>\$3,120</b>

### General Interest

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$11.00	6	36	\$2,376
<b>TOTAL</b>				<b>\$2,376</b>

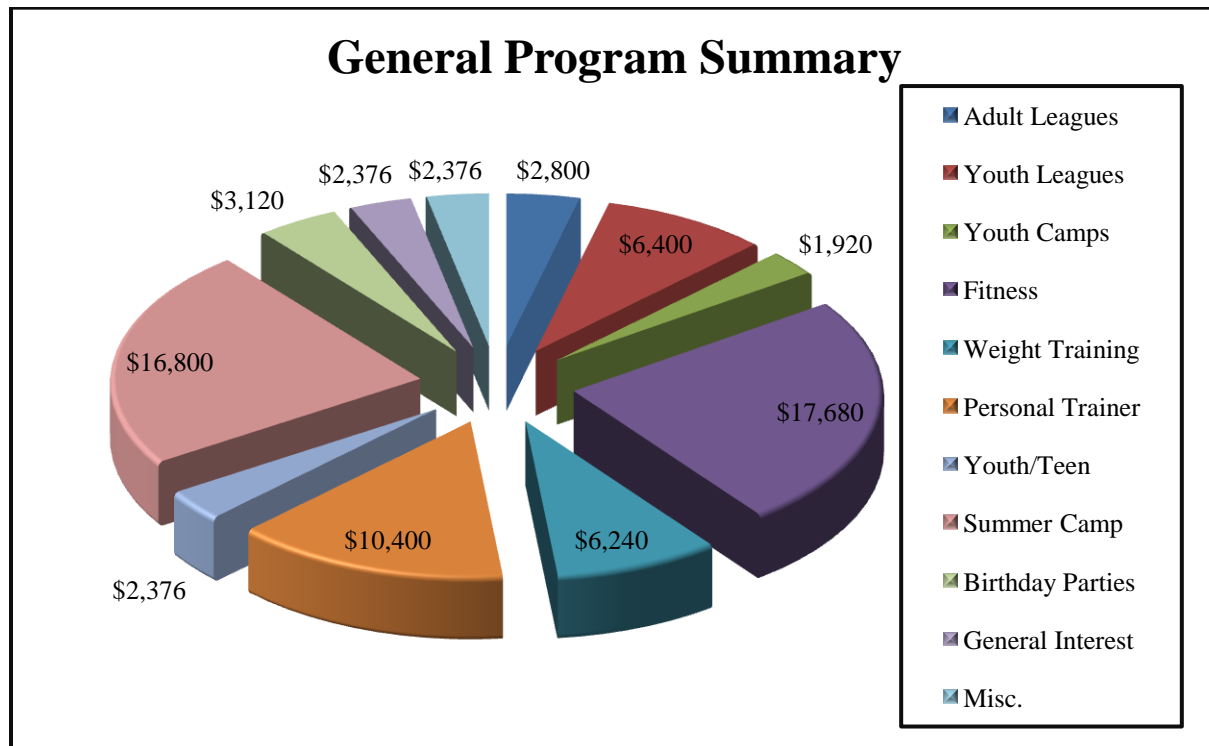
### Miscellaneous

(dance, martial arts, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$11.00	6	36	\$2,376
<b>TOTAL</b>				<b>\$2,376</b>

### General Program Staffing

Category	
Adult Leagues	\$2,800
Youth Leagues	\$6,400
Youth Camps	\$1,920
Fitness	\$17,680
Weight Training	\$6,240
Personal Training	\$10,400
Youth/Teen Activities	\$2,376
Summer Day Camp	\$16,800
Birthday Parties	\$3,120
General Interest	\$2,376
Miscellaneous	\$2,376
<b>TOTAL</b>	<b>\$72,488</b>



**NOTE:** Some programs and classes will be on a contractual basis with the center, where the facility will take a percentage of the revenues charged and collected. These programs have not been shown in this budget as a result.

## Appendix C - Program Revenue Projections

### Aquatics

This is a representative sample of possible aquatic programming and revenue at the center.

#### Swim Lessons

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Summer</i>	8 classes/4 per class	\$60.00	4 sessions	\$7,680
<i>Spring/Fall</i>	2 classes/4 per class	\$60.00	2 sessions	\$960
<i>Winter</i>	2 classes/4 per class	\$60.00	1 session	\$480
<i>Private Lessons</i>	2 classes/wk	\$30.00/cl.	50 weeks	\$3,000
TOTAL				\$12,120

#### Water Aerobics

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Summer</i>	9 classes/5 per class	\$6.00/cl.	14 weeks	\$3,780
<i>Spring/Fall</i>	6 classes/3 per class	\$6.00/cl.	26 weeks	\$2,808
<i>Winter</i>	6 classes/3 per class	\$6.00/cl.	12 weeks	\$1,296
TOTAL				\$7,884

#### Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Therapy</i>	3 classes/5 per class	\$15.00/cl.	40 weeks	\$9,000
<i>Misc.</i>	3 classes/5 per class	\$8.00/cl.	50 weeks	\$6,000
TOTAL				\$15,000

**Total Aquatics Program Revenue**

**\$35,004**

## Fitness/General

This is a representative sample of possible general programming and revenue at the center.

### Adult Leagues

Title	Classes	Fee	Seasons	Total Revenue
<i>Basketball</i>	4 teams	\$400.00	2 seasons	\$3,200
<i>Volleyball</i>	4 teams	\$300.00	2 seasons	\$2,400
TOTAL				\$5,600

### Youth Leagues

Title	Teams	Players	Fee	Seasons	Total Revenue
<i>Soccer</i>	8 teams	10/team	\$60.00	2 seasons	\$9,600
<i>Basketball</i>	8 teams	10/team	\$60.00	2 seasons	\$9,600
TOTAL					\$19,200

### Youth Sports Camps

Title	Classes	Fee	Camps	Total Revenue
<i>Basketball</i>	20 kids	\$75.00	1 camp	\$1,500
<i>Volleyball</i>	20 kids	\$75.00	1 camp	\$1,500
<i>Other</i>	20 kids	\$75.00	1 camp	\$1,500
TOTAL				\$4,500

### Fitness

Title	Classes	Fee	Weeks	Total Revenue
<i>Fitness Classes</i>	17 classes/3 per class	\$7.00/cl.	52 weeks	\$18,564
<i>Functional Training</i>	6 classes/3 per class	\$7.00/cl.	52 weeks	\$6,552
<i>Personal Training</i>	8 sessions	\$40.00	52 weeks	\$16,640
TOTAL				\$41,756

### Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Youth/Teen</i>	3 classes/10 per class	\$35.00/sess.	4 sessions	\$4,200
<i>Summer Day Camp</i>	30 per week	\$100/wk.	10 weeks	\$30,000
<i>Birthday Parties</i>	4 per week	\$100/pty.	52 weeks	\$20,800
<i>General Interest</i>	3 classes/8 per class	\$35.00/sess.	4 sessions	\$3,360
<i>Misc.</i>	3 classes/8 per class	\$35.00/sess.	4 sessions	\$3,360
TOTAL				\$61,720

**Total General Program Revenue**

**\$132,776**

## Appendix D - Admission Revenue Worksheet

### Daily

Category	Fee	# Per Day	Revenue	Days	Total
Adult	\$8.00	10	\$80		
Youth	\$6.00	15	\$90		
Senior	\$6.00	10	\$60		
		35	\$230	360	\$82,800
<b>TOTAL</b>					<b>\$82,800</b>

### 10 Admission Passes

Category	Fee	# Sold	Revenue
Adult	\$64	75	\$4,800
Youth	\$48	75	\$3,600
Senior	\$48	50	\$2,400
<b>TOTAL</b>			<b>\$10,800</b>

### 3 Month Passes

Category	Fee	# Sold	Revenue
Adult	\$108	35	\$3,780
Youth	\$81	5	\$405
Senior	\$81	15	\$1,215
Family	\$180	60	\$10,800
<b>TOTAL</b>			<b>\$16,200</b>

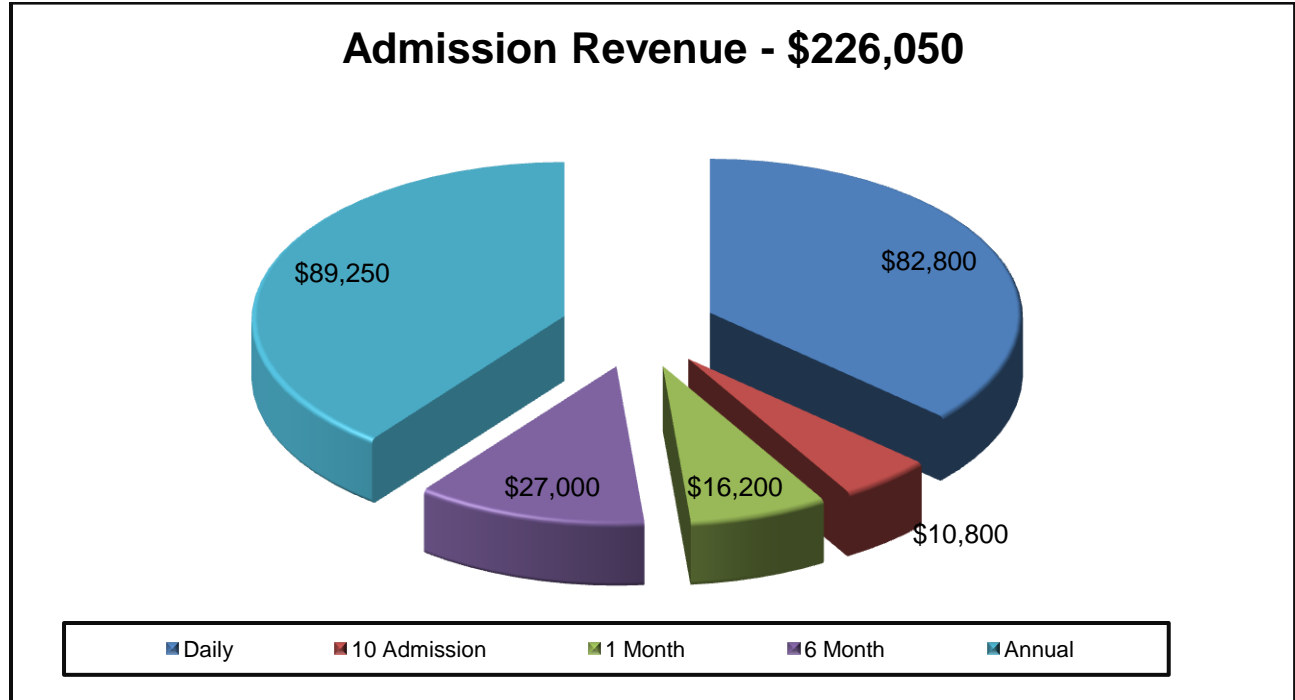
### 6 Month Passes

Category	Fee	# Sold	Revenue
Adult	\$180	35	\$6,300
Youth	\$135	5	\$675
Senior	\$135	15	\$2,025
Family	\$300	60	\$18,000
<b>TOTAL</b>			<b>\$27,000</b>

### 12 Month Passes

Category	Fee	# Sold	Revenue
Adult	\$300	75	\$22,500
Youth	\$225	5	\$1,125
Senior	\$225	25	\$5,625
Family	\$500	120	\$60,000
<b>TOTAL</b>			<b>\$89,250</b>

## Revenue Summary



**NOTE:** *This work sheet was used to project possible revenue sources and amounts. These figures are estimates only, based on basic market information and should not be considered as guaranteed absolutes. This information should be utilized as a representative revenue scenario only and to provide possible revenue target ranges.*



# NEXT STEPS

## Next Steps

The preceding study was completed over the past six months. The findings indicate that, within the proposed service area, there is very strong support for the formation of a recreation district to fund the construction, and ongoing operations of a mixed use recreation and events facility. Testing the spending thresholds is beyond the scope of the report, but ample funding scenario was offered by George K. Baum and Company.

- For a \$5,000,000 project, it would mean an annual payment of \$353,760, and require a mill levy. This would result in a property tax increase of \$3.50 per month to an owner of a \$250,000 home.

In light of the essential Phase One project cost exceeding \$12,000,000, it is logical to anticipate a multi – pronged funding approach that would also include a sales tax increase, private donations, and sponsorships.

This approach is also consistent with the funding question contained in the survey. It is recommended that a fundraising entity is engaged to interface with the campaign as it unfolds. This fundraising entity must be a result of private efforts.

Both the issues of a special district and any public funding options must be brought before the voters. The strategy which will test voter sentiment will open on three essential elements:

1. Perception of need
2. Value to the community
3. Commitment to the future

These three elements will form the core of the campaign strategy and they must include the following actions:

Action Item	Reason
<b>Share the results</b>	Need has been established through the survey and user group meeting. The positive results should be shared with the community through meetings, social media and word of mouth.
<b>Publicize design options</b>	It is known the community embraces the idea of the project, and it is known what residents want to see inside. The graphic design solutions should be presented in a similar way.
<b>Ensure the message is clear</b>	The design reinforces the value to the community. The message should be clear and concise.
<b>Identify the benefits</b>	Describe how the center will enhance the lifestyle of the service area in terms of entertainment, family cohesion, wellness and health.
<b>Share project timeline</b>	Create a time table that shows when a facility could and should be open.

The message should contain verbiage and a slogan that speaks to the commitment to the future and includes:

- The fact that any new taxes, donations, operating capita and revenue from either the town or the district will enable the construction
- Embark on the education of the public illuminating exactly what is going to be built, on what site, at what cost, and how it is proposed to be funding
- District staff can assist with education until it is placed on the ballot.

Timing: November 2016 is the earliest likely voting window in the general election. While the voter turnout is likely to be strong, it could prove difficult to compete with the executive and legislative races which will occur. Other considerations:

- Give careful consideration to the inherent distractions of the 2016 general election.
- Consider a special election, or attach the issue to the next town election.
- It is advised to engage the services of the legal counsel prior to writing any ballot questions. Ideally, the legal professional is one who practices in the formation of special districts.

Prior to the issue being placed on the ballot, a campaign strategist would be highly encouraged to plot out the task, form the timeline, and craft the educational materials for the campaign. The strategist should be well versed, and be able to demonstrate strong experience in special district campaigns. Funding to discuss the potential of a recreation and events center, and its governance can come from the community budget as part of its community outreach. Once a ballot measure is certified, public monies cannot be used for advocacy. At that point, if the services of a strategist are to continue, the issues committee will have to solicit funds from inside the community for ongoing operations.

With the three-pronged approach of community outreach and education, the issues committee to continue education and seeking funding through the election, and a campaign strategist working closely with both, and providing direction, the best opportunity for realizing the well supported vision of recreation in the Town of Buena Vista will be put into action.

# **APPENDIX A**

## **Final Survey Results**

# **Town of Buena Vista**

**Results from the survey of residents in the Buena Vista area**

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## **Feedback on possible recreation/event center**

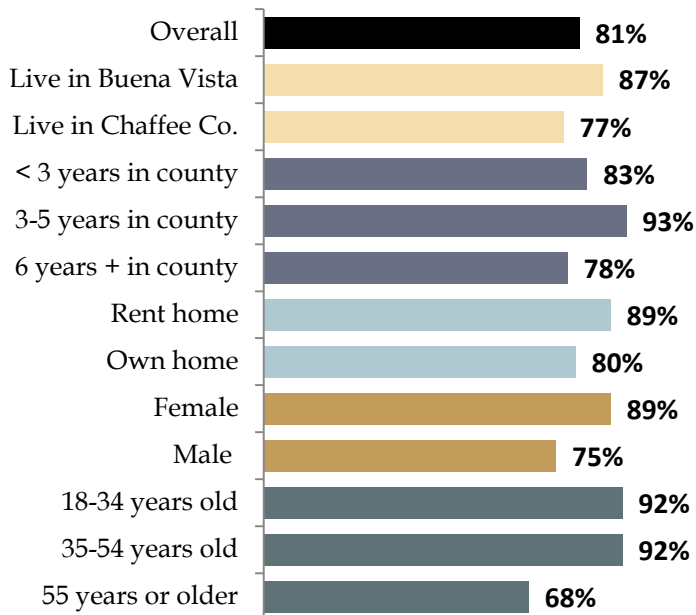


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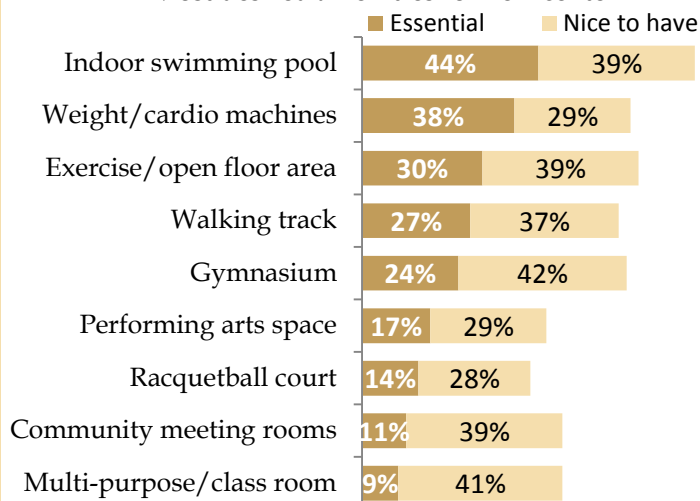
## HIGHLIGHTS

### Percent who would like to see a recreation/event center built in Buena Vista?

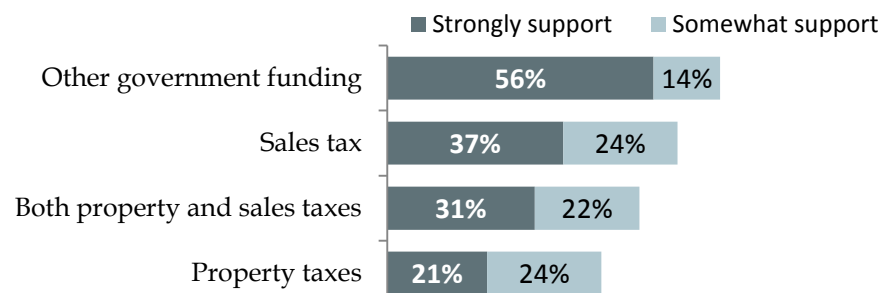


- ◆ 1,100 of 4,442 households in the Buena Vista School District were randomly chosen and mailed a survey to assess interest in developing a recreation/event center in Buena Vista.
  - 319 residents completed and returned the survey, for a response rate of 29%. This is a very good response rate.
- ◆ Most people in the Buena Vista area would like to see a recreation/event center built. The most desired amenities were:
  - Indoor swimming pool
  - Weight and cardio machines
  - Exercise or open floor area
- ◆ 59% of respondents thought they would use the center at least once a week.
- ◆ Most residents supported the formation of a new recreation district to develop and manage the center (49% strongly supported and 23% somewhat supported).
- ◆ To fund the development about 6 in 10 were supportive of implementing a sales tax and about half were supportive of a combination of sales and property taxes. More (70%) supported finding “other” government funding.

### Most desired amenities for new center



### Preferred method of funding



## METHODS

A list of all 4,442 households in the Buena Vista RE-1 School District (residents living in the 81201 and 81211 zip codes) was purchased and 1,100 households were randomly selected to receive the mail survey. Each selected household was mailed a tear-off postcard survey on September 8th, 2015. In total, 319 completed surveys were returned for a response rate of 29%. This is a very good response rate.

The results were weighted to reflect the age and gender profile of the area. The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. As with all surveys, younger adults (particularly males) were least likely to respond to the survey, and those adults age 55 and over were most likely to respond. Weighting the data resulted in a demographic profile of respondents more representative of all residents. The results of the weighting scheme are shown in the following table. The results shown throughout this report are the weighted results.

Buena Vista Area Weighting Table			
	Unweighted	Census	Weighted
Age 18 to 34	8%	22%	21%
Age 35 to 54	22%	33%	32%
Age 55 and over	70%	46%	47%
Female	58%	46%	47%
Male	42%	54%	53%

The margin of error for the entire sample of 299 is  $\pm 5.7\%$ . When crosstabulations of results by subgroups (household location, years in Chaffee County, housing tenure, gender and age) are presented, the margin of error increases as show in the following table.

Buena Vista Survey Margins of Error			
		Number	Margin of error for sub group
Overall		299	$\pm 5.7\%$
Where is your home?	In the Town of Buena Vista	120	$\pm 8.9\%$
	In Chaffee County	177	$\pm 7.4\%$
How many years have you lived in Buena Vista/Chaffee County?	Less than 3 years	25	$\pm 19.6\%$
	3-5 years	45	$\pm 14.6\%$
	6 years or more	227	$\pm 6.5\%$
Do you rent or own your home?	Rent	52	$\pm 13.6\%$
	Own	243	$\pm 6.3\%$
What is your gender?	Female	128	$\pm 8.7\%$
	Male	146	$\pm 8.1\%$
In which category is your age?	18-34 years	62	$\pm 12.4\%$
	35-54 years	92	$\pm 10.2\%$
	55 years or older	138	$\pm 8.3\%$



## TABLES OF RESULTS

Question 1. Would you like to see a recreation/event center built in Buena Vista?			
		Yes	No
Overall		81%	19%
Where is your home?	In the Town of Buena Vista	87%	13%
	In Chaffee County	77%	23%
How many years have you lived in Buena Vista/Chaffee County?	Less than 3 years	83%	17%
	3-5 years	93%	7%
	6 years or more	78%	22%
Do you rent or own your home?	Rent	89%	11%
	Own	80%	20%
What is your gender?	Female	89%	11%
	Male	75%	25%
In which category is your age?	18-34 years	92%	8%
	35-54 years	92%	8%
	55 years or older	68%	32%

**Question 2. If a recreation/event center was built, what would you like to see included in the building?**

	Number of respondents	Essential for me	Nice to have	Don't care	Don't want
Indoor swimming pool	N=299	44%	39%	5%	12%
Exercise/open floor area	N=291	30%	39%	17%	13%
Weight/cardio machines	N=291	38%	29%	19%	14%
Walking track	N=291	27%	37%	19%	17%
Racquetball court	N=290	14%	28%	36%	22%
Community meeting rooms	N=288	11%	39%	28%	22%
Multi-purpose/class room	N=288	9%	41%	33%	17%
Gymnasium	N=286	24%	42%	19%	14%
Performing arts space	N=281	17%	29%	34%	20%
Other	N=95	35%	23%	11%	31%

**Question 2. Other preferred amenities**

- Area for toddlers
- Basketball
- Basketball courts
- Billiards table/tennis
- Bowling alley
- Childcare, and indoor space for kids to ride bikes
- Classes
- Climbing gym
- Climbing wall
- Climbing, basketball tennis
- Cycling/spinning
- Dog park
- Exercise classes
- Free weights
- Game room for kids
- Gymnastics
- Hot tub/sauna
- Hot tubs/whirlpool
- Ice skating
- Ice/roller rink
- Indoor tennis
- Juice bar
- Kids play area
- Locker room
- Locker room/shower
- Noncompetitive with local businesses
- Outdoor hoops
- Outdoor pool
- Outdoor pool, licensed daycare
- Outdoors is our rec center
- Pickle ball court
- Practice room, set storage
- Programs & classes
- Rock climbing wall
- Rock wall
- Roller derby track
- Sauna
- Sauna/hot tub
- Seek R-31 school partnership
- Something fun for the kids in the community
- Space for yoga, tai chi
- Steam room/hot tub
- There is a gym workout center in BV pools are nearby.
- toddler play area
- Weddings/reunions
- Yoga/pilates room
- Youth rec needs

Question 2. If a recreation/event center was built, what would you like to see included in the building?

Percent "Essential or nice to have"		Indoor swimming pool	Exercise/ open floor area	Weight/ cardio machines	Walking track	Gymnasium	Performing arts space	Community meeting rooms	Racquetball court	Multi-purpose/ class room
Overall		83%	69%	66%	63%	67%	47%	50%	42%	50%
Where is your home?	In the Town of Buena Vista	86%	80%	74%	66%	72%	47%	46%	38%	54%
	In Chaffee County	82%	62%	61%	62%	64%	47%	54%	45%	48%
How many years have you lived in Buena Vista/Chaffee County?	Less than 3 years	85%	84%	86%	61%	74%	40%	46%	31%	47%
	3-5 years	87%	66%	69%	69%	75%	49%	58%	45%	67%
	6 years or more	82%	69%	63%	62%	64%	47%	49%	43%	47%
Do you rent or own your home?	Rent	96%	72%	78%	77%	72%	45%	56%	43%	63%
	Own	81%	69%	64%	60%	66%	47%	49%	42%	47%
What is your gender?	Female	91%	81%	71%	70%	70%	58%	54%	38%	57%
	Male	79%	62%	64%	59%	65%	36%	49%	44%	45%
In which category is your age?	18-34 years	100%	81%	83%	76%	83%	30%	42%	42%	56%
	35-54 years	93%	79%	74%	63%	76%	48%	52%	52%	50%
	55 years or older	69%	58%	54%	59%	51%	52%	53%	35%	48%

Question 3. How often would you or your household members use the recreation/event center if it was built?							
		Daily	A few times a week	Once a week	At least once a month	A few times a year	Never (would not use)
Overall		18%	41%	11%	7%	9%	14%
Where is your home?	In the Town of Buena Vista	24%	41%	14%	3%	11%	7%
	In Chaffee County	13%	41%	9%	11%	8%	18%
How many years have you lived in Buena Vista/Chaffee County?	Less than 3 years	13%	37%	28%	2%	8%	12%
	3-5 years	38%	33%	7%	12%	5%	5%
	6 years or more	14%	43%	10%	7%	10%	16%
Do you rent or own your home?	Rent	36%	24%	14%	14%	9%	2%
	Own	14%	45%	10%	6%	9%	16%
What is your gender?	Female	20%	43%	18%	6%	5%	9%
	Male	15%	40%	5%	9%	14%	17%
In which category is your age?	18-34 years	25%	34%	23%	11%	7%	0%
	35-54 years	22%	50%	9%	6%	7%	7%
	55 years or older	12%	37%	6%	7%	12%	25%

**Question 4. How strongly would you support or oppose having each of the following as the developer/manager of the new recreation/event center?**

		Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Don't know
Forming a new recreation district that includes Buena Vista and the surrounding area	N=285	49%	23%	4%	16%	8%
The Town of Buena Vista	N=269	30%	26%	9%	26%	9%
A special district following the school district boundaries	N=270	19%	33%	13%	18%	16%
Private ownership	N=261	16%	18%	15%	31%	20%
Other	N=38	7%	1%	8%	53%	31%

**Question 4. Other preferred developer/manager**

- A performing arts auditorium in the new high school.
- Apply for grants
- BV has enjoyed Salida's facilities - somehow welcome them
- Cooperate with schools to provide more for BV students.
- Cooperative venture
- Could it be shared with new schools
- I live too far away for my taxes to support this
- In BV but allowing other areas to join
- Marijuana lottery revenue
- New grocery store. Glad to see love's new service station
- Private/government partnership
- The town is spending too much money on personnel.
- We don't need this
- Why do we need a rec center when we have Peak Fitness

Question 4. How strongly would you support or oppose having each of the following as the developer/manager of the new recreation/event center?

Percent "Strongly or somewhat support"		Forming a new recreation district that includes Buena Vista and the surrounding area	A special district following the school district boundaries	The Town of Buena Vista	Private ownership	Other
Overall		78%	62%	62%	42%	12%
Where is your home?	In the Town of Buena Vista	84%	71%	72%	45%	17%
	In Chaffee County	74%	56%	53%	41%	9%
How many years have you lived in Buena Vista/Chaffee County?	Less than 3 years	89%	77%	76%	35%	33%
	3-5 years	87%	63%	67%	46%	0%
	6 years or more	75%	61%	58%	43%	13%
Do you rent or own your home?	Rent	93%	75%	82%	61%	31%
	Own	75%	60%	57%	39%	11%
What is your gender?	Female	87%	67%	70%	38%	18%
	Male	72%	60%	56%	50%	11%
In which category is your age?	18-34 years	95%	85%	86%	58%	.%
	35-54 years	85%	65%	71%	44%	0%
	55 years or older	66%	50%	40%	34%	15%

*Don't know answers are excluded, this is the proportion of those with an opinion*

Question 5. How strongly would you support or oppose using each of the following as a funding source for the new recreation/event center?						
		Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Don't know
Other government funding	N=288	56%	14%	3%	17%	10%
Sales tax	N=278	37%	24%	11%	24%	4%
Both property and sales taxes	N=288	31%	22%	12%	31%	5%
Property taxes	N=277	21%	24%	13%	38%	5%

Question 5. How strongly would you support or oppose using each of the following as a funding source for the new recreation/event center?					
Percent "Strongly or somewhat support"		Property taxes	Sales tax	Both property and sales taxes	Other government funding
Overall		47%	64%	55%	78%
Where is your home?	In the Town of Buena Vista	50%	67%	59%	78%
	In Chaffee County	44%	61%	51%	77%
How many years have you lived in Buena Vista/Chaffee County?	Less than 3 years	40%	74%	55%	90%
	3-5 years	55%	61%	67%	77%
	6 years or more	46%	63%	52%	77%
Do you rent or own your home?	Rent	66%	61%	68%	86%
	Own	43%	65%	53%	76%
What is your gender?	Female	56%	74%	65%	85%
	Male	43%	58%	48%	74%
In which category is your age?	18-34 years	69%	76%	75%	88%
	35-54 years	51%	72%	61%	91%
	55 years or older	35%	53%	44%	63%

*Don't know answers are excluded, this is the proportion of those with an opinion*

Question D1. Where is your home?		
	Number	Percent
In the Town of Buena Vista	124	40%
In Chaffee County	189	60%

Question D2. How many years have you lived in Buena Vista/Chaffee County?		
	Number	Percent
Less than 3 years	28	9%
3-5 years	47	15%
6 years or more	238	76%

Question D3. Do you rent or own your home?		
	Number	Percent
Rent	54	17%
Own	258	83%

Question D4. What is your gender?		
	Number	Percent
Female	135	47%
Male	153	53%

Question D5. In which category is your age?		
	Number	Percent
18-34 years	66	21%
35-54 years	97	31%
55 years or older	146	47%